

# State of Connecticut



## Workforce Investment Act

### Annual Report

July 2012 - June 2013



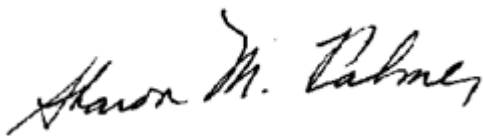
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*A Message from  
the Connecticut Department of Labor  
and  
the Connecticut Employment and Training Commission*

Connecticut's Workforce Investment Act (WIA) Annual Report for Program Year 2012 offers an overview of the many efforts and achievements of the Department of Labor and its workforce investment partners in serving the employment and training needs of the state's businesses and citizens.

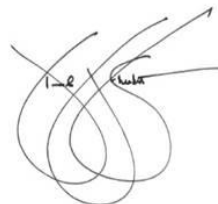
The report details WIA program outcomes, costs associated with the program, workforce activities, and notable projects. In addition, special projects by Connecticut's five workforce investment boards (WIB) are highlighted. The individual WIB summaries also describe opportunities and services available to youth.

We wish to acknowledge the staff of the Department of Labor and its partners for their dedication in providing quality services to customers. Many positive achievements resulted from the joint efforts. In Program Year 2013, the Connecticut Department of Labor, in collaboration with the Connecticut Employment and Training Commission (CETC), will continue to strive for progress in workforce development and economic growth.



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Sharon M. Palmer  
Commissioner  
Department of Labor



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Donald J. Shubert  
Chairman  
CETC

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**On the cover:** WIA Youth participant Taminesha Holley, served by the South Central Workforce Investment Board (WIB), gained office experience with guidance from supervisor Quentin Phipps (top photo); Doreen Racine, Brandon Raymond (back to camera) and Kyle Seibert, served through the Eastern CT Workforce Investment Board, assisted with tree removal as Connecticut Conservation Corps participants; and Kelhens Cherine gained skills in painting, repairs, and other maintenance tasks through his participation in the Southwest WIB's summer youth program.

**State of Connecticut  
Workforce Investment Act Annual Report  
July 1, 2012 – June 30, 2013**

Through Workforce Investment Act (WIA) funding, the Connecticut Department of Labor and the state's five Workforce Investment Boards (WIB) provided an array of quality programs and services during Program Year 2012 (PY12). Individuals and employers benefited not only from well-established offerings, but from new initiatives as well. Opportunities around the state included unique approaches to engage youth, impressive projects to assist veterans, and promising programs designed to further economic growth.

WIA funding, as well as funds from other sources, play a vital role in providing a level of services that will meet workforce needs. Decreases in funding, as experienced during PY12, strain the system significantly. Successful outcomes were attained and WIA performance levels were met, and often exceeded, through exceptional efforts by the state, WIBs, and many local agencies and organizations. The positive results of the endeavors are reflected in each of the summaries of Connecticut's annual report.

**Governor's Initiatives**

**The Jobs Funnel**

During PY12, Jobs Funnel projects continued to help individuals begin careers in the construction trades. Services provided through the Jobs Funnel projects include outreach/recruitment, assessment, case management, pre-employment preparation (consisting of math, remediation, life skills workshops, customized training, and/or pre-apprenticeship training), job placement, and retention support services.

The projects are made possible by public-private joint efforts around the state:

- The Hartford Jobs Funnel is operated in partnership with the Connecticut Department of Labor's (CTDOL) Office of Workforce Competitiveness (OWC), the City of Hartford, Northeast Utilities, the Hartford Foundation for Public Giving, Capital Workforce Partners, and several trade unions. In December 2010, an additional Jobs Funnel project was launched in New Britain through a partnership with CTDOL, American Savings Bank, Community Foundation of Greater New Britain, and the Greater Hartford - New Britain Building Trades Council. In April 2012, the Jobs Funnel was expanded into Bristol in partnership with the Bristol Community Organization.
- The New Haven Jobs Funnel, Construction Workforce Initiative 2, Inc., includes partners from the State of Connecticut, City of New Haven, Yale University, building trades, STRIVE New Haven, Empower New Haven, Gilbane Construction, and Dimeo Construction Company.

- The Northwest Construction Careers Initiative, formerly the Waterbury Construction Careers Initiative, brings together community-based organizations, the *CTWorks* One-Stop, the school system, building trades and other service providers.
- Partners in the Bridgeport Jobs Funnel include The Workplace, Inc., CTDOL, the Fairfield Community Foundation, the City of Bridgeport, community organizations, and the New England Regional Council of Carpenters.
- Partners in the Eastern CT Workforce Investment Board Jobs Funnel include the AFL-CIO United Labor Agency and the Central Labor Councils in eastern Connecticut.

In addition to the above, OWC oversees the Green Jobs Funnel Initiative, a \$5.8 million federal grant that expands the state's successful Jobs Funnel model through collaboration with the state's Workforce Investment Boards and the City of New Haven. Under this grant funding, the Jobs Funnels are able to work with both newcomers to the construction trades and union "benched" tradespersons. This grant will promote career pathways in the green construction industry for 975 unemployed and underemployed workers in seven Connecticut communities.

Since their inception, funnels have placed more than 3,600 individuals in a variety of construction-related jobs in both union and non-union settings and apprenticeship training programs. The average starting hourly wage for the participants who complete Jobs Funnel training programs is \$18.00.

### **Connecticut's Youth-Related Initiatives**

During PY12, obtaining employment was a significant challenge that youth continued to face. To address this, Connecticut has been proactively working with youth to increase their employment skills and connect them with hiring employers. Many agencies and organizations have joined forces over the years to work toward increasing the capacity and success of youth programs and services. Knowledge sharing, the efficient use of funding, and putting best practices in place have resulted in positive gains that benefit youth.

Some of the youth efforts that were in place during PY12 included:

- Youth Service Bureaus

Youth Service Bureaus (YSB), pursuant to Connecticut General Statutes at Section 10-19m, are agencies operated by municipalities to plan, evaluate, coordinate, and implement a network of resources and opportunities for children, youth, and families. There are 100 Youth Service Bureaus serving 135 communities across the state. The Connecticut Youth Services Association (CYSA), a professional organization serving as the collective voice for Connecticut's YSBs, promotes the provision of quality services for Connecticut's children, youth and families. Services are provided for juvenile justice and diversion, mental health, youth development, community outreach, and child welfare.

In the last five years, Youth Service Bureaus have increased services to youth in many areas, most notably in after-school programs. One program highlight was the effective interaction between youth and police programs across the state. These successful programs, which included skill building and career development, resulted in more positive relationships between youth and police. Additionally, CYSA has been instrumental in bringing the YSB voice to the table concerning important legislative matters such as school safety, juvenile justice issues, and mental health.

For additional details, see [www.ctyouthservices.org/ysblist.php](http://www.ctyouthservices.org/ysblist.php).

- Connecticut Employment and Training Commission (CETC) Youth Employment Committee

The Connecticut Employment and Training Commission (CETC) Youth Employment Committee is the lead entity for youth workforce policy in Connecticut. Youth, ages 11-21, are the focus of efforts by the committee to ensure youth achieve productive work and life-long learning by age 21. During PY12, the committee continued to work on developing recommendations for a Career Pathways System that will support the preparation of youth for education and employment. Included in the work to create the system will be the alignment and integration of current youth development programs and initiatives so the system will leverage and build upon existing resources.

The system will include evidence-based elements that meet the educational, career, and developmental needs of students, including but not limited to, dual-enrollment and early-college experiences, job shadowing, and internships. Other basic elements will include the development of student success plans or other structures introduced by the Connecticut Department of Education that can contribute to a career development system for all Connecticut students. The system will also incorporate industry- and business-approved, nationally-recognized certifications to ensure that youth obtain credentials that allow them to compete in a global economy. These efforts are intended to yield skilled individuals who will help sustain economic growth in the state. For additional details, see [www.ctdol.state.ct.us/OWC/CETC/Committees/Youth/Youth.htm](http://www.ctdol.state.ct.us/OWC/CETC/Committees/Youth/Youth.htm), the source of information provided here.

- Department of Children and Families (DCF) Youth Employment Program

The Department of Children and Families (DCF) provided \$586,000 in contracted services for the administration and operation of a youth employment program for youth in its care. Over 70% of these funds were used to pay youth wages. CTDOL contracted with the state's five workforce investment boards to provide employment and employment-related services. During the summer of 2012, 297 youths were served and during the subsequent school year, 55 youths were served. The DCF youth population has unique considerations that DCF, CTDOL and the workforce investment boards are addressing. These issues include frequent

changes in living arrangements, youth entering and leaving DCF care, and youth who have specific educational needs such as reading remediation and basic math skills. DCF, CTDOL and the WIBs are committed to continuing to work together to expand this initiative. One expanded initiative that will be implemented in the fall of 2013 is a subsidized employment program for DCF youth, ages 18 and over. This will allow youth who are in need of career-oriented job training to take advantage of specific job training and job placement opportunities.

- First Congressional Youth Cabinet

The First Congressional Youth Cabinet (CYC), created by Congressman John Larson in 2008, provides civic-minded youth an opportunity to further develop their interests and serve the community. Each high school in Connecticut's first congressional district is represented on the CYC by two students who reside in the district and attend the school. The CYC provides an opportunity for the students, who are nominated by their schools, to represent the youth of their municipality through a sustained partnership with a member of Congress. Such dialogue allows for the potential development of federal policies that may benefit youth.

- Workforce Investment Boards

Connecticut's workforce investment boards also contributed toward the advancement of youth during PY12. Details on the efforts of each board are described in this WIA Annual Report at "Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs" in a section designated for Youth activities.

- Connecticut Conservation Corps Program

The Connecticut Conservation Corps program (CCC), funded by the state's Department of Economic and Community Development and administered by the Connecticut Department of Labor's (CTDOL) Office of Workforce Competitiveness, provided opportunities for young adults to develop skills and experience to pursue career opportunities in occupations relevant to the state's green economy. CTDOL's partners, including the Department of Energy and Environmental Protection, Connecticut Employment and Training Commission and its Green Jobs Partnership, Northwest Regional Workforce Investment Board, Eastern CT Workforce Investment Board, and several community agencies created the program to provide participants with hands-on, direct work experience as members of a work crew on various green projects. Young men and women, ages 18-25, with a variety of backgrounds, participated in the program. Veterans also benefited from the opportunity to learn new marketable skills.

The CCC projects, performed at state parks and forests in northwestern and eastern Connecticut, included sanding and staining interiors of cabins, clearing hiking trails, building picnic tables, cutting back overgrown areas and removing invasive plants. Program completers were eligible to earn the OSHA 10

Construction Certificate, First Aid/CPR certification, or a pesticide operator's certification. Workers gained knowledge of chain saw use, carpentry and trail design and maintenance.

### **Coordinated State Initiatives**

#### **Connecticut Workforce Coordinating Committee**

The Connecticut Workforce Coordinating Committee (WCC) is a multi-agency group that represents stakeholders from across Connecticut's public workforce investment system. Its mission is to create a coordinated, user-friendly system that responds to employer needs with fast, flexible and comprehensive education and training solutions. The Committee's focus includes consideration of the needs of both underemployed individuals and those who are seeking employment but lack the foundational skills to do so successfully.

The WCC has sought to improve clarity and coordination among the state's workforce development partners by:

- Developing a unified, statewide approach to delivering education and training services to Connecticut businesses;
- Streamlining the process of connecting employers with service providers; and
- Aligning the roles of Connecticut's adult education and community college systems with respect to the delivery of skills training – ranging from basic skills through technical and occupational skills, and academic programs.

The Workforce Coordinating Committee includes representatives from the following agencies and organizations:

- CT Department of Economic and Community Development
- CT Department of Labor
- CT Department of Social Services
- CT State Department of Education
- Campaign for a Working Connecticut
- Connecticut Business & Industry Association
- Connecticut Adult Education Programs
- Connecticut Community Colleges
- Connecticut's Workforce Investment Boards:
  - Capital Workforce Partners
  - Eastern Connecticut Workforce Investment Board
  - Northwest Regional Workforce Investment Board
  - Workforce Alliance
  - The WorkPlace, Inc.



## Subsidized Training and Employment Program (Step Up)

The Subsidized Training and Employment Program (Step Up) is an initiative of the Connecticut Department of Labor and the state's five Workforce Investment Boards. The Step Up Program, established in 2011 by state legislation (Public Act 11-1, October Special Session), provides incentives to small businesses and manufacturers to hire new employees, thereby creating jobs and promoting the growth of the economy. There are three program options available to employers through Step Up and each is funded for \$10 million, for a total of \$30 million. Employers may hire more than one eligible participant, but any eligible person may only participate in one of the three Step Up components.

The three program options and the criteria for participation under each are as follows:

<u>Small Business Program</u>	
<p>Maximum subsidy per new hire: \$12,000</p> <p>Participating employers may have no more than 100 full-time equivalent employees at the time of any new hire under this program.</p> <p>Note: Public Act 12-1, June 12 Special Session, expanded participation to employers with up to 100 employees (the former threshold, set by Public Act 11-1, October Special Session, was 50 employees).</p> <p>Program ends June 30, 2014.</p>	<p>Prospective employees must:</p> <ul style="list-style-type: none"> <li>• be unemployed prior to hire;</li> <li>• have an adjusted family income of less than or equal to 250% of the federal poverty level; and</li> <li>• reside in a municipality with either: <ul style="list-style-type: none"> <li>- a higher than average unemployment rate, or</li> <li>- a population of at least 80,000</li> </ul> </li> </ul>
<u>Small Manufacturer Training Grant Program</u>	
<p>Maximum subsidy per new hire: \$12,500</p> <p>Program ends June 30, 2014.</p>	<p>Prospective employees must:</p> <ul style="list-style-type: none"> <li>• be unemployed prior to hire</li> </ul>
<u>Unemployed Armed Forces Member Program</u>	
<p>Maximum subsidy per new hire: \$12,500</p> <p>Program will end when funding has been fully expended.</p>	<p>Prospective employees must:</p> <ul style="list-style-type: none"> <li>• be unemployed prior to hire, and</li> <li>• be an honorably-discharged or disabled veteran of any branch of the US military with at least 90 days of service prior to separation.</li> </ul> <p>Note: Public Act 13-63 expanded Public Act 12-1, which created this program component, to include any unemployed, honorably-discharged veteran, not only those from post-9/11 war zones.</p>

The subsidies under Step Up are reimbursed to the employer on a sliding scale for up to \$20 per hour per new Step Up hire during the first six months. The sliding scale of reimbursement is paid according to the following rates:

- 100% for the first 30 days of a new hire's employment,
- 75% for days 31 through 90,
- 50% for days 91 through 150, and
- 25% for days 151 through 180.

After 180 days, the subsidy ends and the employer pays the full wage. Wages above the allowed subsidy amount and after the allowed period of the subsidy are the employer's responsibility.

The chart below reflects Step Up activity from February 2012 (the start date of contracts with the Workforce Investment Boards) through June 30, 2013:

	Participating Employers	New Hires
Small Business	290	800*
Small Manufacturing	211	870*
Armed Forces - new in 2013 (PA 13-63)	13	17**
Total	514	1,687

\*Of the 800, sixty were veterans. Of the 870, sixty-nine were veterans.

\*\*The total veterans hired, including small business and manufacturing and armed forces, was 146.

During PY12, staff of CTDOL's WIA Administration Unit, which administers the program, met with local Step Up program coordinators from the WIBs to discuss implementation issues, employer verifications, marketing tools provided by CTDOL, sharing of "best practices," and other topics. WIA staff also conducted monitoring of the Step Up program, which included visits to Step Up-funded worksites in each WIB area and interviews with employers and employees participating in the program. The feedback received during monitoring was very positive. Additional details about Step Up activities in each of the WIB areas are included in the section of this report entitled "Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs."

### **Incumbent Worker Training Program**

The Incumbent Worker Training (IWT) Program provides Connecticut businesses with the necessary resources to invest in the state's workforce by upgrading employee skills, thereby helping businesses to remain competitive and avert layoffs. The Connecticut legislature appropriated \$450,000 for IWT in 2012, but due to a five percent state budget rescission of the annual appropriation and a \$50,000 reduction in response to the Governor's budget deficit mitigation plan, \$377,500 was allotted to Workforce Investment Boards to be used for IWT. Each training project requires an employer contribution on a sliding scale, based on the number of employees in the company.

Prior to the economic changes in recent years, IWT funds traditionally were targeted to serve healthcare and manufacturing companies. Given the existing economy, WIBs have been able to

also target other industries as long as the funding is aligned with the WIB's strategic plan. During PY12, IWT-funded activities resulted in a statewide total of 1,510 individuals entering training and 1,390 individuals completing training.

The specific training offered differed from area to area depending on business needs. A total of 397 credentials were awarded. Some of the courses offered included, but were not limited to:

- Microsoft Access
- Environmental Management System
- Architectural Glazing
- Mental Health First Aid
- Manufacturing Technology
- Executive Leadership
- Marketing and Training
- Machinist Training Program
- Shop Math Blueprint Reading
- OSHA Training
- Assisted Living Certification Program

### **STRIVE (Support and Training Result in Valuable Employees)**

STRIVE is an intensive job-readiness program operated by community-based organizations in Bridgeport, New Haven, and Hartford. The goal of STRIVE's training program is to help the unemployed make critical life adjustments and get to work as quickly as possible. The program includes a three-week workshop in a simulated workplace environment with structured training centered on personal responsibility, attitude, and professional skills development. Connecticut's STRIVE programs offer priority of service to ex-offenders, non-custodial parents and single-headed households.

The STRIVE philosophy is based on four principles:

1. Significant numbers of people who have been considered "unemployable" want to work and can succeed in employment.
2. Personal development, not just technical skills, is critical to anyone's success in the workplace.
3. Employment offers the best and most rapid leverage in overcoming problems for the economically disadvantaged.
4. On-going support is essential for individuals as they gradually stabilize their circumstances and move forward.

Under contract with the Connecticut Department of Labor, STRIVE in New Haven, Career Resources in Bridgeport and Career Resources in Hartford each received \$85,500 to serve STRIVE participants during PY12. During the program year, a total of 267 individuals were enrolled in the program, 145 were placed in jobs, and 70 continued in those jobs after 90 days. Demographics for PY12 are as follows:

- 65% of participants were male, 35% female
- The average age of those served was 37
- 50% were head of household
- 22% had not completed high school or obtained a GED
- 60% of participants were African-American, 15% Hispanic, 17% Caucasian, 2% Asian and 4% other
- 61% were former offenders
- 95% of participants had an income below 200% of the federal poverty level

## **STRIDE (Skills, Transitional support, Respect, Integrity, Direction, and Employment)**

In State Fiscal Year 2012, the Connecticut Department of Labor transferred \$560,500 through a memorandum of agreement to Quinebaug Valley Community College to fund STRIDE, a re-entry program, which serves a targeted group of men and women, both pre- and post-release, from the Niantic Annex Correctional Institution, York Correctional Institution in Niantic, Bridgeport Correctional Center, and Corrigan-Radgowski Correctional Center in Uncasville. Since the inception of the program in 1999, STRIDE's successful model has helped to lower the recidivism rate of those participating in the program to 9.5% as compared to 47% for ex-offenders with no re-entry program.

To be eligible to participate in STRIDE, an incarcerated individual must:

- Have a confirmed release date prior to June of the current state fiscal year;
- Be within 90 days of release;
- Be a non-custodial parent of a child under age 18; and
- Have a child/children on or previously on state assistance.

For those in supervised community placement or on parole, individuals must have been incarcerated and must have participated in STRIDE pre-release.

The program offers job readiness, job search and job placement assistance and provides services designed to support self-sufficiency and the successful re-integration into the community including:

- 10-week pre-release classroom instruction and case management
- Assessment of job entry and job retention skills
- Linkage to community-based resources for transitional supports
- Transportation for job-related activities
- Career mapping for the future
- Understanding of work-related values and long-term goal development
- Overview and navigation of *CTWorks* services
- Encouragement to pursue continuing education through adult education or the Connecticut Community College system
- Connections to training or internships
- Resources and referrals to assist with on-line job searches
- Post-placement support

The class curriculum and post-release services are collaboratively designed to assist the men and women in successfully re-entering the workforce and resuming their parental roles upon release. The program also links participants to community-based transitional services that support employment goals.

During the 2012-2013 State Fiscal Year, 404 individuals were recruited for the STRIDE Program and 273 were served. A total of 81 individuals were placed in full- or part-time jobs and 67 retained employment.

## **State Evaluations of Workforce Investment Activities**

### **Compliance Monitoring and Data Validation Overview**

#### **Compliance Monitoring**

Compliance monitoring, as set forth in OMB Circular A-110, “Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations,” was conducted at all five regional Workforce Investment Boards (WIBs) in 2012-2013, in accordance with Workforce Investment Act (WIA) Regulations at Section 667.410(b)(1). The Connecticut Summer Youth Employment Program payrolls of 2013 were also monitored in each of the WIBs.

The annual WIA compliance monitoring included a review of financial management, consisting of financial reporting, cost allocation methodology, cash management, allowable costs, payroll controls, audit requirements, procurement and property controls. In addition, a sampling of Adult, Dislocated Worker, and Youth participant files were reviewed in each WIB for WIA eligibility verification.

Financial monitoring was conducted for the state’s Temporary Assistance for Needy Families program, Jobs First Employment Services (JFES), in each of the five Workforce Investment Boards, in conjunction with WIA compliance monitoring. Quality performance appraisals of JFES were conducted by CTDOL’s Welfare to Work staff for each of the WIBs to ensure the program services conformed to federal requirements as well as to JFES policy and contractual requirements. The appraisals included a review of program goal attainment and served, overall, as an assessment of continued program quality.

During PY12, staff of the Office of Workforce Competitiveness and WIA Administration Unit conducted fiscal and programmatic monitoring of all twelve State Energy Sector Partnership (SESP) grant recipients. The on-site monitoring consisted of reviews of case files, subcontracted monitoring reports, financial reporting, cost allocation methodology, cash management, allowable costs, audit requirements, and payroll controls. Overall, the results of the monitoring reviews found that all twelve grant recipients were in compliance with contract terms and conditions as well as state administrative requirements.

All other grants administered by CTDOL were monitored in each of the WIBs during the 2012-2013 monitoring review process, in accordance with contract requirements.

As a result of the Connecticut Summer Youth Employment Program payroll review, it was determined that all vendors that were monitored had adequate controls in place to safeguard the funding of this program. However, some suggestions for improvements were offered by the CTDOL monitors for procedures already in place.

All recommended corrective action from the 2011-2012 monitoring review was completed and adequate controls appeared to be in place. Overall, the 2012-2013 monitoring review results showed that all five Workforce Investment Boards complied with federal and state administrative requirements and made continuous improvements through the implementation of new policies and procedures during the program year.

### Data Validation

In October 2012, upon the submission of PY11 performance data to USDOL, monitoring staff from the Connecticut Department of Labor WIA Administration Unit began conducting data validation reviews of that program year. The purpose of this review is to ensure the accuracy of data reported to USDOL Employment and Training Administration (ETA) on WIA participants' program activities and outcomes, improve program management and monitoring, and improve program results.

WIA participant files from all five Workforce Investment Board areas were reviewed against individual PY11 data validation records which were drawn through a random sampling process. The reviews, which were conducted in accordance with USDOL ETA policy, included a total of 1,033 records. Data validation results were submitted to USDOL ETA by CTDOL upon completion of the validation process. Overall, reported data was found to be consistent with file documentation. Improvements in the accuracy of data, maintaining supporting documentation, and reporting activity consistent with WIA program policies remain priorities.

### Study of Model Programs for Adults with Autism

In 2012, the Connecticut General Assembly passed legislation (Special Act No.12-9) that charged the Connecticut Department of Labor, Office of Workforce Competitiveness (OWC), with conducting a study and producing a report on model programs concerning the pre-employment training and employment of young adults with autism spectrum disorder and other developmental disabilities. OWC contracted with the Connecticut Women's Education and Legal Fund (CWEALF) to fulfill this obligation. CWEALF conducted literature reviews and online searches and held interviews to gather information from a variety of sources and stakeholders.

The report, completed in January 2013 and submitted to the state legislature, provides a brief overview of developmental disabilities and autism spectrum disorder, as well as the impact of these conditions on employment, and on employment and workforce development programs and services currently available to these populations in Connecticut. Also included in the report are draft recommendations on steps the state should take to better serve these individuals. The outcomes documented in this report are intended to complement the efforts of other state agencies to engage youth with developmental disabilities in secondary and post-secondary education, in the workforce, and in their communities.

### **Administrative Review**

Periodic administrative reviews of the Workforce Investment Boards' WIA program performance, conducted by staff of CTDOL's WIA Administration Unit, are essential to the effective delivery of WIA services at the local level. Monitoring progress toward the achievement of performance goals, which includes identifying and rectifying areas of concern, is expected to lead to strengthening the accuracy of program reporting, greater program efficiencies, and increased focus on system improvements.

Reviews involve the collection, compilation and analysis of WIA performance data and programmatic and fiscal information. Aspects of the WIA program which are subject to administrative review include, but are not limited to:

- Adherence to and compliance with USDOL ETA and CTDOL policies
- Eligibility for the WIA program, including barriers and priority of service
- Review and closure of open activities in the *CTWorks* Business System
- WIA performance for Adult, Dislocated Worker and Youth participants
  - Program exit data
  - Projected versus actual participants served
  - Costs per participant
- Fund utilization rate
- Trends in workforce development and the use of individual training accounts
- WIA outcome measures, including achievement of negotiated program goals
- Case notes in documenting and describing service delivery
- Analysis of budget versus service delivery projections, within and across WIBs, compared by or between program years

CTDOL periodically modifies components of its review process to focus on WIB- or program-specific issues and trends. In PY12, CTDOL modified and updated several monitoring tools, including spreadsheets for the WIA Report and the WIA Formula Funds Budget, enabling greater analysis of and focus on particular program or budget areas.

CTDOL's administrative review employs the process of applying "best practices," as observed in Connecticut and/or utilized successfully by other states. This approach has proven to lead to successes, such as implementation of a "Contract Review Crosswalk" with the state-funded Jobs First Employment Services (JFES) program. The "Crosswalk" sets a schedule for the various phases in the contracting process, allows for comparative analysis of WIA and JFES contracts by CTDOL staff, and streamlines reviews by establishing standard protocol for both CTDOL and the WIBs. CTDOL intends to continue to focus on monitoring efforts to reach and exceed WIA program goals as effectively and efficiently as possible.

### **WIA Participant and Employer Survey Results**

During PY12, the Connecticut Department of Labor conducted customer satisfaction surveys of WIA participants and employers who utilized services provided through the *CTWorks* One-Stop system. Gauging customer satisfaction provides valuable information that can help CTDOL determine system strengths and identify areas that require improvement. Surveys allow for another dimension of accountability and program oversight and offer timely customer feedback. Feasible adjustments to program operations can be made by CTDOL as a result of responses, including additions or modifications to systems and processes to support continuous improvement.

For the participant survey, *CTWorks* Business System (CTWBS) ad-hoc reporting was used to identify WIA participants with last service dates that fell within the appropriate parameters. Employers selected for the customer satisfaction survey were determined via a SQL script that was run against the CTWBS production database to identify employers receiving substantial

WIA services. Surveys were then sent to the selected participants' and employers' email accounts through ListServ and [www.instant.ly](http://www.instant.ly).

The participant and employer surveys each included three questions regarding the quality of services provided through the CTWorks One-Stop system and whether expectations of the services provided were met. Although a rating scale was utilized for survey answers, respondents were also able to provide comments. The results from the surveys on a statewide basis were as follows:

#### Participants<sup>1</sup>

A total of 1,407 participants were asked to participate in the customer satisfaction survey. Most respondents stated that the reason for seeking assistance through *CTWorks* and the WIA program was to receive training and, ultimately, obtain employment. The results of the survey were as follows:

- 75% were satisfied with the services provided by the *CTWorks* Centers
- 72% believed the services provided met their expectations
- 73% believed the services provided met their expectations of an ideal set of services

#### Employers<sup>2</sup>

A total of 218 employers were asked to participate in the customer satisfaction survey. The majority of those responding commented on the professionalism and helpfulness of the staff at the Connecticut Department of Labor and its *CTWorks* partners. However, a common suggestion made by the employers surveyed was that job applicants could be better screened for the interviews held at the job fairs.

In regard to overall satisfaction of the services provided, respondents replied as follows:

- 91% were satisfied with the services provided by the *CTWorks* Centers
- 75% believed the services provided met their expectations
- 67% believed the services provided met their expectations of an ideal set of services

The results of the services-related questions are a positive reflection of the state's efforts to provide quality service to its customers.

### **Performance and Accountability**

The Connecticut Department of Labor's Performance and Accountability Unit's primary responsibilities are to compile, collect, evaluate and report data for several units within the agency. The unit is responsible for reporting activities and performance for Connecticut's Workforce Investment Act (WIA), Veterans' services, Wagner-Peyser, Trade Adjustment Assistance (TAA), Jobs First Employment Services, and the Connecticut Individual Development Account Initiative. In addition, the unit is tasked with preparing CTDOL's

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<sup>1</sup> The response rate for participants was 9%; results are not intended to make any inferences beyond the survey's respondents.

<sup>2</sup> The response rate for employers was 5%; results are not intended to make any inferences beyond the survey's respondents.



section of the Governor's Budget Narrative. Since the merger of the *CTWorks* Business System (CTWBS) Unit with the Performance Measurement Unit a year ago, the newly-formed Performance and Accountability Unit has continued to carry out the responsibility of reviewing program data and confirming data accuracy prior to reporting.

The unit is also accountable for maintaining the Data Reporting and Validation System (DRVS) and developing the related "extract" files and reports associated with employment and training programs administered by CTDOL, including the WIA system. The unit works in conjunction with various CTDOL program units to provide technical support and successfully complete and submit Data Element Validation results.

The Performance and Accountability Unit works closely with the WIA Administration Unit, gathering data that is critical to the decision process for negotiations with the WIBs to establish state WIA performance goals. Performance data and the above-referenced reports generated by staff are two essential elements that help ensure Connecticut is meeting its WIA performance levels. In determining performance results for WIA, Wagner-Peyser, Veterans, and TAA, Connecticut continues to utilize in-state wages as well as the Wage Record Interchange System (WRIS) and Federal Employment Data Exchange System (FEDES).

In addition to the reports mentioned above, the Performance and Accountability Unit takes raw Unemployment Insurance data and generates First Payment Timelapse and Non-Monetary reports each month for the Commissioner and Unemployment Insurance managers. These reports are used to determine whether claimants receive their benefits within the timeframes set by the federal government. Graphs and charts are used to represent the data so that managers can quickly view and assess any issues that may exist and take corrective measures if needed. The unit also prepares a monthly report for the director of the agency's Office for Veterans Workforce Development. The information derived from this report is used by Veterans staff throughout the agency to contact unemployment claimants who are U.S. military veterans to assist in job search and other supportive services.

The Performance and Accountability Unit also designs exit surveys and compiles survey results for career fairs sponsored by CTDOL and for the agency's annual Connecticut Learns and Works Conference.

### **Continuing Workforce Activities**

#### ***CTWorks* Business System**

The *CTWorks* Business System (CTWBS) supports the operational and management needs of the State of Connecticut in the administration of employment and training services under the Workforce Investment Act (WIA), Jobs First Employment Services (JFES), and Wagner-Peyser (labor exchange). CTWBS case management and reporting functions were utilized in PY12 by over 1,000 staff from Connecticut's five Workforce Investment Boards, the Connecticut Department of Labor, and the Connecticut Department of Social Services (DSS).

During PY12, staff of CTDOL's Performance and Accountability Unit worked closely with DSS and CTDOL's Welfare to Work Unit during DSS's system modernization. System needs

were identified and addressed. In addition, procedures and processes were modified to accommodate changes that resulted from the modernization project.

As PY12 concluded, there were over 1,025,000 clients in CTWBS who were receiving or had received employment and training services. Throughout the program year, Performance and Accountability Unit staff worked with program administrators and managers to assist with enhancing data entry procedures as well as data retrieval for the benefit of system users. As the amount of data continues to grow, it is important to keep data relevant and pursue the development of increasingly efficient reporting methods to ensure that administrators, managers, and staff have the tools necessary to meet expected program outcomes.

### **Rapid Response, Early Warning System Demonstration Program, and National Emergency Grants**

The state Rapid Response (RR) Unit, in conjunction with local Workforce Investment Boards and other One-Stop partners, is responsible under WIA regulations (Part 665, Subpart C) for carrying out rapid response activities statewide. WIA Title I formula funding supports all Rapid Response activities in the state. Headed by the Connecticut Department of Labor, the RR Unit reaches out to employers contemplating or experiencing layoffs and plant closings. Employers, affected workers and their unions are provided information on layoff aversion, mass layoff/plant closing and other labor laws, unemployment insurance, WIA, and One-Stop employment services. The RR Unit also makes referrals to and coordinates services with CTDOL units, other agencies, and programs for special intervention or supportive services applicable to dislocated workers.

During the period of July 2012 to June 2013, the RR Unit made 246 initial outreach calls to discuss potential layoffs and responded to 144 WARN notices affecting 5,307 workers. The RR staff made 138 employer and/or union visits and provided 179 presentations to 3,018 impacted workers, which included 14 on-site job search workshops and eight Trade Act benefit seminars. Employment sites where face-to-face contact was not possible were provided packets of information, benefiting an additional 3,450 dislocated workers, including human resources managers and union representatives. As a means of increasing awareness of RR services, RR staff mailed 266 outreach letters to Chambers of Commerce and local chief elected officials. The RR Unit also helped staff six statewide job fairs, providing information to 2,331 job seekers.

The RR Unit also submitted eight Trade Adjustment Assistance Act (TAA) petitions on behalf of workers whose jobs were believed to be affected by increased imports or a shift in production to a foreign country. Six of the eight petitions, covering 471 workers, were certified TAA eligible. One petition was denied and one was pending investigation at the close of the program year. The RR staff also submitted one request for reconsideration on a TAA denial of benefits.

In addition, the RR Unit provided administrative oversight of Connecticut's Early Warning System Demonstration Program. This one-time grant, funded by the U.S. Department of Labor, operated from July 2, 2008 to December 31, 2012 and provided a total of \$1,888,091 in funds to the state. The program sought to demonstrate, through workforce training grants, whether manufacturing employers at-risk for layoffs could indeed avert such layoffs by increasing the

skill level of their employees and thereby remain in business in the state. During the grant period, a total of 51 businesses were served, with 1,499 workers completing training. As of December 31, 2012, 89% of those companies that completed training in 2011 remained in business in Connecticut one year later and, of these, 88% of the companies retained an employment level of at least 90% one year later.

WIA Section 173 provides authorization for the U.S. Secretary of Labor to issue National Emergency Grants (NEGs) to states, local areas and other entities to respond to dislocation events under various circumstances, pursuant to federal guidelines at [www.doleta.gov/neg](http://www.doleta.gov/neg). NEG funding temporarily expands the service capacity of WIA Dislocated Worker training and employment programs at the state and local levels. Economic dislocation events that may qualify for a National Emergency Grant include:

- Plant closures;
- Mass layoffs affecting 50 or more workers at a single site of employment;
- Closures and realignments of military installations;
- Multiple layoffs in a single local community that have significantly increased the total number of unemployed individuals in a community;
- Emergencies or natural disasters declared eligible for public assistance by the Federal Emergency Management Agency (FEMA); and,
- Other events, as determined by the Secretary of Labor.

NEGs generally provide resources to states and local workforce investment boards to quickly reemploy laid-off workers by offering training to increase occupational skills.

During PY12, the following NEGs were administered by CTDOL's WIA Administration Unit staff:

- ***CT Mohegan Sun (Regular NEG)*** - In September 2010, Mohegan Sun cut roughly 5 percent of its Connecticut workforce, displacing over 400 workers, the first layoffs in the casino's 15-year history. In response to this sudden, substantial layoff, CTDOL applied for a National Emergency Grant and was awarded \$335,400 to serve the affected population of workers. In PY12, the grant period, which began January 1, 2011, was extended to end June 30, 2013. Through a contract with CTDOL, the project was operated by the Eastern CT Workforce Investment Board. In all, a total of 128 displaced casino workers were served. Of these, 40 workers were enrolled in occupational skills training, 28 workers received supportive services, and 85 workers entered employment by the grant end date.
- ***North Central Multi-Company (Regular NEG)*** - In response to layoffs occurring at multiple companies located in the region served by the North Central Workforce Investment Board (WIB), CTDOL submitted an application for a National Emergency Grant. A two-year grant totaling \$420,518 was awarded with a start date of July 1, 2012. CTDOL contracted with Capital Workforce Partners, the region's WIB, to provide employment and training services to the displaced workers. As of June 30, 2013, a total of 55 workers received intensive reemployment services: 13 of these workers enrolled in training and 8 entered employment following services.

- ***CT Hurricane Sandy (Disaster NEG)*** - In November 2012, CTDOL was awarded an initial grant of \$610,207 with an approved threshold of up to \$1,830,620 to assist with Hurricane Sandy storm recovery efforts. The grant period is December 1, 2012 through October 31, 2013. The primary, initial activity under the grant is the placement of individuals in temporary disaster relief jobs related to:
  - Assisting impacted communities recover from the natural disaster events; and,
  - Working on projects that provide humanitarian assistance to the disaster victims.

Unemployed workers eligible to participate include workers temporarily or permanently dislocated as a result of the disaster; WIA-eligible Dislocated Workers who are unemployed and not receiving unemployment insurance or other income supports; and, individuals who are long-term unemployed. Individuals employed in temporary jobs can be employed in those jobs for a maximum of six months (or 1,040 hours). The maximum wage paid to a participant is \$12,000 (excluding fringe benefits).

As of June 30, 2013, projects to be supported by this grant included the Eastern CT Workforce Investment Board's Connecticut Conservation Corps program, employing up to 12 participants to rebuild the Rocky Neck State Park boardwalk. Other projects are planned for the cities of Milford and Stratford. These projects are made possible by CTDOL in collaboration with the local WIBs and the Connecticut Department of Energy and Environmental Protection.

### **Training and Technical Assistance**

Staff of the Connecticut Department of Labor's WIA Administration Unit provided technical assistance to the state's five local Workforce Investment Boards (WIBs) throughout Program Year 2012. WIA-related policy issuances were disseminated to WIBs to provide essential program information and guidance. In addition, WIA staff offered the WIBs on-going assistance through consultations (in person, by telephone and e-mail). On-site case file reviews at WIBs to monitor data recording also provided an avenue for technical assistance to be offered. WIA staff's guidance on completion of modified WIA reports and budget forms was shared with WIBs as well during PY12. The combination of training, technical assistance, and policy issuances are critical elements in ensuring that WIA services provided through the WIBs are efficient, effective, and compliant with policy. These oversight activities also lead to continued progress in increasing the accuracy and consistency of reported programmatic data.

### **Outreach Efforts by the Office of Research**

On behalf of the Department of Labor, the agency's Office of Research staff engaged in numerous outreach activities during PY12. Presentations focused on labor market information (LMI) that would be of interest and helpful to education, government and business leaders as well as to jobseekers and those who provide job search and employment assistance, such as

career counselors. In addition to LMI, presentations included discussion of some of the many on-line tools available to jobseekers through CTDOL's website as well as through federal and *CTWorks* partners' websites.

Over the course of the year, Research staff presented labor market information and offered outreach activities at a variety of community and professional events around Connecticut, including those held at:

- Social services agencies
- Reemployment/job seeker support groups
- Municipal libraries
- Universities (career counselors and social workers training)
- One-Stop Career Centers
- Business/employer groups

Hundreds of jobseekers attended many of the events and benefited from the presentations. In addition, individuals who assist jobseekers (librarians, volunteers at support groups, etc.) who were in attendance gained the same valuable information, resulting in the potential for the information to reach hundreds of other individuals.

### **Employment and Training**

#### Wagner-Peyser

Under the Wagner-Peyser Act, CTDOL Employment Services (ES) receives federal funding to provide universal access to an integrated array of labor exchange services. ES focuses on providing a variety of employment-related labor exchange services including, but not limited to, job search assistance, job referral, and placement assistance for job seekers, reemployment services to unemployment insurance claimants, and recruitment services to businesses with job openings.

The Connecticut State Labor Exchange, CT.jobs ([www.ct.jobs](http://www.ct.jobs)), is a self-service job bank that provides a range of employment services for both job seekers and businesses. These services include the preliminary and broad matching of job seekers to potential employers based on qualifications, desired location, salary, and other criteria. CT.jobs operates in alliance with US.jobs, the national labor exchange which is endorsed by the National Association of State Workforce Agencies. CT.jobs enables job seekers to search thousands of employment opportunities representing all types of occupations, including Connecticut state agency jobs, and refer themselves to positions of interest. As part of a national labor exchange with other states, CT.jobs includes job listings from other states for job seekers interested in relocating. Job seekers can also post their résumés on-line for business representatives to view. Connecticut businesses can create an account with CT.jobs. CT.jobs verifies and approves employers to post W-2 jobs and search the résumé bank for qualified candidates at no cost. Technical assistance is provided to both employers and job seekers.

In PY12, employers posted 54,156 new Connecticut job openings and a total of 1,721 new account requests from businesses were processed by CT.jobs. In addition, 1,183 jobs were

indexed by employers. Indexing identifies links to jobs on corporate web sites, enabling job seekers to click on a job title from their search results and navigate directly to the job listing on the corporate web site. Job seekers entered 11,168 new résumés into the system.

Also during the program year, 218,879 Wagner-Peyser participants received services (staff-assisted or self-service). A total of 349,992 staff-assisted services were provided and 70,013 *CTWorks* Career Center customers benefited from a host of services including:

- Assistance with career choices and job searches;
- Job search resources (i.e., fax machines and computers with Internet connection);
- Workshops on résumé writing, interviewing, and career exploration; and
- Information about specific companies and labor market trends.

In addition, more than 7,419 individuals received résumé preparation services at CTDOL-sponsored events and *CTWorks* Career Centers. Résumé preparation services were provided by staff with board-certified credentials from the Professional Association of Résumé Writers (PARW). During PY12, CTDOL implemented a training initiative which resulted in additional staff receiving PARW's credential, further enhancing both the professional development of staff and the quality of the résumés developed at *CTWorks* Career Centers.

#### Reemployment Services for Unemployment Insurance (UI) Claimants

During PY12, CTDOL staff continued to focus on UI claimants to be served by the Enhanced Reemployment Services (ERS) program. ERS identifies UI claimants who are likely to exhaust their benefits, are unlikely to return to their previous occupations, and will need job search assistance services to make a successful transition to new employment. Orientation sessions were conducted for 10,545 ERS participants. Sessions included the provision of labor market information, career guidance, information on CT jobs ([www.ct.jobs](http://www.ct.jobs)), an overview of the *CTWorks* Career Center services, and details on UI benefit rights and responsibilities. Many of these ERS participants also benefited from more direct, individual employment services and training, resulting in the provision of 31,782 additional reemployment services to facilitate their return to work.

Also during the program year, staff-assisted reemployment services were provided to 60,138 UI claimants. These customers were provided job information and assistance as well as information about specific companies and labor market trends.

As required by the Middle Class Tax Relief and Job Creation Act of 2012, CTDOL provided reemployment services and reemployment and eligibility assessments (RES/REA) to 33,857 claimants collecting Emergency Unemployment Compensation (EUC). During PY12, a total of 45,549 EUC claimants were sent letters to attend a mandatory meeting at a *CTWorks* Career Center to review the eligibility requirements associated with receiving EUC benefits and review their work search approach and efforts. Information on the services available through the *CTWorks* Career Centers, labor market and career information, as well as tools for assessing an individual's skills were also provided. Claimants who did not appear for their scheduled appointment were referred to the Adjudications Unit.

### Business Services

Business Services helps Connecticut's employers to hire, train and retain workers by analyzing the needs of businesses and customizing solutions. Between July 2012 and June 2013, Business Services staff helped Connecticut businesses with more than 473 recruitments attended by approximately 8,842 job seekers. Additionally, Business Services staff administered the 21st Century Skills Training Program, a unique program designed to sustain Connecticut's high-growth occupations and economically vital industries by providing demand-driven skill training resources for businesses and their employees in order to promote job growth, job retention, and job creation. In addition to skill development, which typically includes basic and technical skill upgrading that provides competencies for new and existing employees, eligible training may include technical and technological skills or other training necessary to meet the competitive needs of the employer.

Training grants available through the 21st Century Skills Training Program fund up to 50% of an employer's training project; the employer is required to fund the remaining 50% of all training costs. In program year 2012, the Connecticut Department of Labor's Business Services staff developed and initiated training contracts with 60 companies, resulting in skill development for 1,383 workers. In total, funding from the program (\$425,000) and the employer-required match resulted in more than \$950,000 for training that included green manufacturing, Lean manufacturing practices, and quality system implementation.

### **Jobs First Employment Services Integration in the One-Stops**

Connecticut families receiving state cash assistance, Temporary Family Assistance (TFA), also receive employment services from the Connecticut Department of Labor's (CTDOL) Jobs First Employment Services (JFES) program. CTDOL contracts with the five Workforce Investment Boards (WIBs) to provide employment-related services for JFES customers. These services are integrated in the One-Stop Centers around the state.

Two reductions in annual JFES funding during PY12 impacted the provision of some direct services to JFES customers. Deficit mitigation legislation enacted in December 2012 as well as a state budget rescission reduced the number of vocational education and subsidized employment opportunities during the last seven months of the program year. Despite these challenges, the JFES program served all 15,368 TFA recipients enrolled in the program during PY12.

Connecticut continued to coordinate services in a seamless manner during PY12 and provided JFES customers with one point of contact for both the WIA and JFES programs. This integration of services resulted in cost savings by minimizing overhead expenditures and, at the same time, provided JFES customers with easier access to an array of One-Stop services.

### **Job Corps**

Through Job Corps, youth have the opportunity to receive educational and career technical training, thereby gaining the skills needed to become employable, independent citizens. This federally-funded program offers both residential and non-residential placements for youth ages 16-24 (no upper age or income limits for those with disabilities). Youth receive intensive, wrap-

around services including recruitment, life skills training, social skills training, career and mental health counseling, basic health care, residential housing, a bi-weekly living allowance, an annual clothing allowance, drivers' education, on-the-job training, high school and GED attainment, academic and career technical training, employability skills training, job placement and retention, and support services after graduation. On-site day care for children of non-residential students is also offered and students with disabilities are assisted with accommodations to be successful in the Job Corps programs.

Administered by the U.S. Department of Labor Employment and Training Administration, Job Corps's success is largely due to the collaborative efforts of program operators which include CTDOL, local Workforce Investment Boards, state and local agencies, and other organizations. In PY12, CTDOL collaborated with other state and local agencies to provide a variety of services to support the goals of the centers and increase student participation and employability. Numerous workshops are provided on-site at Job Corps, career counselors are available at One-Stops for Job Corps students to receive individualized services, and, on a regular basis, students visit One-Stop facilities to utilize available resources. CTDOL staff also works closely with program graduates and employers to make successful employment matches.

A variety of trades are offered at two Connecticut Job Corps locations. New Haven Job Corps Center offers Culinary Arts, Health Occupations (Certified Nursing Assistant, Clinical Medical Assistant, and Emergency Medical Technician), Facilities Maintenance, and Carpentry. Trades available at the Hartford Job Corps Academy include Business Technology/Insurance & Financial Services, Advanced Manufacturing, Customer Service/Banking, and Health Occupations (Certified Nursing Assistant, Clinical Medical Assistant, and Emergency Medical Responder). Students who qualify for the Advanced Career Training program are eligible to continue their education at local colleges and universities or may transfer to another Job Corps Center that offers advanced training in the field of their choice.

PY12 was a challenging time for the Job Corps Program nationwide. Due to a budget shortfall, an enrollment freeze was implemented by the U.S. Department of Labor. New student enrollment was suspended for six months, which resulted in many youth in need of the program but unable to be served. Although the freeze was lifted, the number of Job Corps student enrollment slots has been reduced permanently by eighty-six statewide.

In August 2012, a New Haven Job Corps graduate earned national recognition when she received the Better Occupational Opportunities for Tradeswomen (BOOT) Award from the national Office of Job Corps. A U.S. Department of Labor committee selected her for the award based on criteria that included motivation and self-direction, passion for the trade and commitment to a non-traditional career path, exceeding expectations of self and others, and commitment to giving back to the community. The August 2012 graduate, who was nominated by one of her Job Corps instructors, entered the carpentry field, which is traditionally dominated by men. The presentation ceremony, held in Washington, D.C., marked the first time the award, a hand-carved boot, was given. The award winner, who was hired by a construction company, also received an upgraded carpentry tool set and a \$500 cash prize at the event.

During PY12, eight Hartford Job Corps students participated in a manufacturing training initiative sponsored by five private manufacturing companies and Central Connecticut State



University (CCSU). The initiative tied together the education system and business community to prepare youth with skills employers expect. The curriculum was devised by CCSU faculty and representatives from the five companies. Potential students, who were required to take a written test and be interviewed, were selected based on their motivation, goals, and interest, not just their technical abilities. The approximately four-month program included 100 lab hours in machine training, 40 classroom hours of instruction in blueprint reading, shop math, and other topics, and 10-15 hours of instruction in teamwork, basic “people skills,” and conduct. The students were then required to complete 40 hours of on-the-job training. Upon successful completion of the training, participating employers that had job openings interviewed and hired program graduates. Three students from the Hartford Job Corps program were hired by two of the companies and have been successful and productive employees.

### **Serving People with Disabilities**

The Connecticut Department of Labor and the Departments of Rehabilitation Services and Social Services along with other state agencies and community-based organizations offer assistance and guidance on opportunities and options for individuals with disabilities. CTDOL is also a member of the Governor’s Committee on Employment of People with Disabilities. The Committee’s mission of addressing the workforce development needs of individuals with disabilities is supported by CTDOL and remains a focus of the agency.

A variety of disability resources for employers and jobseekers are highlighted on CTDOL’s website at [www.ctdol.state.ct.us/gendocs/pwd.htm](http://www.ctdol.state.ct.us/gendocs/pwd.htm). This website was developed collaboratively between CTDOL and the Governor’s Committee on Employment of People with Disabilities and offers information on assistive technology, tax credits, workplace accommodations, and disability employment initiatives in Connecticut. CTDOL maintains the website and posts the latest news and items of interest relative to serving people with disabilities.

### **Serving Our Veterans**

Funding from the USDOL VETS Program totaling \$1,845,000 for Program Year 2012 resulted in the provision of services to more than 7,900 veterans by CTDOL’s Office for Veterans Workforce Development (OVWD) staff. In addition to providing information on various benefits for eligible veterans, the following were offered during the transition from military to civilian life:

- Employment assistance
- Veterans’ preference
- Unemployment insurance
- Job search workshops
- Career coaching
- Résumé preparation
- Training opportunities
- Electronic tools:
  - Job & Career ConneCTion
  - Connecticut’s Reemployment Portal
- Vet-related legislative updates/current events

Transitioning services were also provided by OVWD staff to Connecticut's National Guard and Army Reserve troops returning from Iraq and Afghanistan. At demobilization briefings, services were provided to more than 350 troops and information on ex-military unemployment benefits, federal training programs including WIA-funded programs, education, and employment programs was provided. This important process for retuning troops is accomplished through the joint efforts of staff from the U.S. Department of Veterans Affairs, state Department of Veterans' Affairs, USDOL, and the Connecticut Military Department.

OVWD staff also assisted in the Department of Defense's Yellow Ribbon Reintegration Program. The program helps service members of the Army Reserve and National Guard and their families by providing information and guidance on a variety of services and benefits available to them throughout deployment and during reintegration. CTDOL offers information on the workforce system, job search, and unemployment.

In September 2012, veterans in need were provided services by OVWD staff at Stand Down. This event, held at the State Veterans' Home in Rocky Hill, offered an opportunity for veterans who are homeless, chronically unemployed, or having difficulty adjusting in society to receive assistance that included résumé writing, on-line job searches, and registration for employment services.

In April 2013, OVWD sponsored a *Heroes4Hire* job fair. This event drew 85 employers and more than 1,000 veterans. In addition to having the chance to meet with representatives from companies with job openings, veterans were provided information on veterans' benefits, vocational rehabilitation, résumé critique assistance, education and career options, and career development guidance.

Also in PY12, CTDOL's staff members continued their work with the Oasis Centers program, which is operated through Connecticut's Board of Regents for Higher Education. Oasis Centers are located on the campuses of Connecticut universities and state and community colleges, offering a place where veterans can gather and meet with state and federal benefit providers. The OVWD staff provides veterans with labor market information and offers assistance with occupational exploration, research into education options, résumé and cover letter preparation, interviewing skills, and job bank employment searches.

### **Notable Projects and Events**

#### **State Energy Sector Partnership Grant**

The Connecticut Employment and Training Commission (CETC) was awarded \$3.36 million through the American Recovery and Reinvestment Act of 2009 to fund the State Energy Sector Partnership (SESP) grant. Administered by the Office of Workforce Competitiveness (OWC), the grant provided free and low-cost green training to unemployed and underemployed jobseekers and incumbent workers in Connecticut through June 30, 2013.

The grant also provided for a Green Jobs Coordinator at each Workforce Investment Board (WIB). Coordinators provided energy industry-specific advisement to One-Stop customers; conducted outreach to education, training and employer partners; trained One-Stop staff on green careers and training opportunities; and convened regional project teams to determine regional training priorities and strategies. Quarterly meetings included a focus on steering training activities toward emerging green industries in renewable and clean energy and other areas. Training efforts began in January 2011 and continued into 2013. A total of 573 individuals received training, with 502 individuals earning an industry-recognized credential.

Successful program outcomes were achieved by grant partners including the following:

- Education Connection developed the “Earth and Energy Science Essentials” curriculum, for use by 11<sup>th</sup> and 12<sup>th</sup> graders.
- The Connecticut Community College System developed a new Building Analyst curriculum.
- The Connecticut Energy Workforce Development Consortium developed the “Get Into Energy” website.
- CTDOL’s Office of Apprenticeship Training assigned apprenticeship training representatives to develop, promote, and monitor apprenticeship opportunities for green occupations.

### **Connecticut Learns and Works Conference**

As has been the case for nearly two decades, the 2013 Connecticut Learns and Works Conference offered workshops focusing on education, training, and career exploration and included a keynote speaker. Each year, counselors, educators, case managers, employment and training professionals, job developers, recruiters and business persons attend this day-long conference. The event offers professional development with a focus on career choices for individuals entering the job market as well as for those in need of new skills and those experiencing mid-career changes. The latest needs and trends are juxtaposed to the realities of the local and state economic situations, including labor markets and industry hiring.

The theme of this year’s event, which was held on May 10 in Westbrook, was titled “New Skills for the New Landscape.” The event was co-sponsored by the Connecticut Department of Labor, the State Department of Education, the Office of Higher Education, Connecticut Career Resources Network, Connect-Ability (State Department of Rehabilitation Services), the Connecticut State Colleges & Universities (ConnSCU), Goodwin College and the University of Hartford. Connecticut’s local Workforce Investment Boards also sponsored the event.

The conference was attended by 290 participants and featured Norm Bossio, a nationally-known motivational speaker. Mr. Bossio, a Massachusetts-based retired school administrator, stressed the importance of leaving no one behind in assisting special populations and maintaining this focus when mainstreaming doesn’t occur immediately. Mr. Bossio also emphasized the importance of teamwork and positive attitudes in work and school environments when negativity may exist.

The workshops at this year's Connecticut Learns and Works Conference included such topics as:

- Advanced Manufacturing Careers
- Ageism and the Mature Worker
- AHEC, Area Health Education Centers
- Bio Science
- Labor Market Information/Skills and Occupations Match Up
- Demystifying the Student Success Plan
- Working Together - Generations in the Workplace
- Leading the Way to Workforce Readiness Through Internships and Experiential Learning
- Vision for STEM Education

### **Workforce Investment Boards'** **Innovative Practices, Challenges, and Exemplary Programs**

#### **Northwest (Northwest Regional Workforce Investment Board)**

##### **Northwest Construction Careers Initiative**

A strong interest by community groups and construction employers to better reach into Waterbury's neighborhoods for recruitment of individuals interested in career opportunities in the construction building trades led to the development of the Northwest Construction Careers Initiative (NCCI). During PY12, NCCI continued to offer a coordinated system of outreach, recruitment, assessment, case management, and placement for program participants. The system brings together community-based organizations, direct-services providers such as the Workforce Connection One-Stop, the local school system, the building trades, and other community groups to work in a coordinated manner to achieve specific goals. The NCCI, which operates as a program within the Northwest Regional Workforce Investment Board (NRWIB), administers the City of Waterbury's Good Job Ordinance, a local hire ordinance that requires contractors on publicly-funded construction and construction-related projects to employ at least 30% of Waterbury residents on project crews. This has allowed NCCI to achieve a job placement rate for participants of over 90%.

In June 2013, the Northwest Regional Workforce Investment Board was awarded a U.S. Environmental Protection Agency Brownfield Job Training Grant. By coupling this grant with the Northwest Construction Careers Initiative, the WIB expects that 45 residents will be trained and placed in high-paying lead and asbestos remediation jobs.

##### **Waterbury Career Academy High School**

During PY12, NRWIB continued to contribute to the development and implementation of the new Waterbury Career Academy High School. NRWIB was initially charged with a research project in 2005 to determine the viability of the development of a high school whose curriculum would address the needs of industry in Waterbury and the surrounding municipalities. Construction of the \$65 million state-of-the-art facility for began two years ago with a goal of a September 2013 opening. With the input of the WIB, industry strands were selected for

curriculum development. Responding to the demands of industry, the four educational strands include advanced manufacturing, allied health, human services, and computer information technology. The WIB assisted in convening industry partners for the creation of Advisory Panels that assisted with curriculum development as well as development of the selection criteria for students.

### Manufacturing

This year saw the opening of Naugatuck Valley Community College's (NVCC) Advanced Manufacturing Technology Center. In partnership with NRWIB, 54 students (including 12 WIA adults and 7 youths who were recent high school graduates) participated in the two-semester intensive training program. A total of 40 graduates achieved both Level I and Level II certificates in Advanced Manufacturing Technology at the commencement held in May 2013. Thirty-three graduates have been placed in full-time jobs in manufacturing throughout the region. The remaining seven chose to continue their education at either NVCC or at Central Connecticut State University in an engineering program.

Another PY12 highlight was the invitation for the WIB's Executive Director and Waterbury Mayor Neil O'Leary to attend the annual meeting of the U.S. Conference of Mayors in June 2013, in recognition of their significant contributions in working on unique partnerships with manufacturing employers, educators, and local elected officials to address local workforce needs. At the meeting, Mayor O'Leary presented to over 700 fellow mayors and business leaders in the session "Best Practices in Advanced Manufacturing: Successful Partnerships between Mayors and Workforce Investment Boards."

### Step Up

The Northwest Regional Workforce Investment Board promoted the State of Connecticut's Step Up program to employers throughout the region and, by June 2013, had issued 326 Step Up agreements with 96 different companies. The success of this effort can be attributed largely to the collaborative efforts of the NRWIB staff, CTDOL, trade associations, and Chambers of Commerce within the region. The partnership with the Department of Labor's Waterbury staff and its Veterans' representatives has also been key to the Veterans portion of the program. Of the 326 Step Up agreements written, 173 were for Step Up Manufacturing, 137 were for Step Up Subsidized Employment, and 16 were for Step Up Armed Services. Employers in the region continue to applaud the program and are quick to point out that without these funds, hiring would have remained stagnant.

### Youth

Workforce Achievers Value Education (WAVE), a WIA-funded program at Naugatuck Valley Community College, offers a unique integration of services and has resulted in the attainment of credentials and employment for nearly all participants in the program. The academic guidance, skills building and individual support the students in WAVE receive attributed to successful outcomes. Nine youths obtained Associates Degrees, seven matriculated at four-year colleges, and two entered the labor force. In addition to the Associates Degrees earned, twenty-seven participants attained occupational skill certificates and are gainfully employed as nursing assistants, pharmacy technicians, phlebotomists, and in other positions, including those in retail.

Once again, the WIB's Summer Youth Employment program was a rousing success with 768 youths served throughout the region's 41 municipalities. The program offered work-based learning opportunities at many different worksites and efforts were made to place youth at worksites that matched their interests to make for a positive work experience. Of the 712 youths, 663 participated in the six-week programs offered through Summer Youth Employment funding and an additional 49 received services through DCF funding. Worksites included those at Waterbury Hospital, Newtown High School, the Wolcott Senior Center and Naugatuck Valley Community College, as well as ones at banks, retail stores, and other locations.



*Youth participant Jessica Valverde gained experience working at the Hispanic Center.*

As for the WIB's in-school programs, eighteen youths attained their high school diplomas and all, with the exception of one, will be entering post-secondary education.

### **Southwest (The WorkPlace, Inc.)**

#### **Platform to Employment**

Platform to Employment (P2E) is an innovative program that addresses the unique needs of the long-term unemployed. The program gives businesses a risk-free opportunity to evaluate and consider hiring participants during an eight-week work experience program.

All P2E participants start with a five-week preparatory program that addresses the social, emotional and skill deficiencies caused by long-term employment. Participants are then matched with open positions at local companies on an eight-week trial basis and their salary during the work experience is funded by The WorkPlace. The results have been impressive; 80% of participants who completed the preparatory workshops were placed in a work experience program. Of this population, nearly 90% were hired for full-time positions.

Socially responsible organizations have stepped forward with financial support for these pilot initiatives including AARP Foundation and Citi Community Development and numerous non-profits, foundations and individuals made significant donations that funded P2E programs in Connecticut. The WorkPlace is sharing the model with workforce and economic development agencies across the state and nation.

#### **Step Up**

In PY12, the state's Subsidized Training and Employment Program (Step Up) continued to offer employers excellent incentives to hire. Funded by CTDOL, Step Up offers wage reimbursements and wage subsidies for up to six months to qualified employers who hire eligible individuals. Coordinated placement efforts by The WorkPlace staff, as well as their outreach activities and a focus on quickly accomplishing contracting and hiring, made this program one of the highlights among the many workforce opportunities available to employers and individuals through the WIB.

To promote the Step Up program, The WorkPlace, in partnership with CTWorks, Greater Valley Chamber of Commerce, and numerous organizations, sponsored the Greater Valley Step Up Conference on September 12, 2012. Over 200 individuals representing 175 companies attended the event, held at the Ansonia Armory. The conference showcased the Step Up program's options, benefits and requirements. Details of the program are located within this report at "Subsidized Training and Employment Program (Step Up)," under the section entitled "Coordinated State Initiatives."

### Health CareRx Academy

In 2011, The WorkPlace received two federal competitive grants for training opportunities in healthcare. A grant from the U.S. Department of Health and Human Services (HHS) and one from the U.S. Department of Labor (DOL) created and support the Southwestern Connecticut Health CareRx Academy. The Academy is a regional partnership of hospitals, colleges, businesses, as well as labor and community-based organizations that is designed to provide access to a variety of training opportunities, such as direct care, medical information, and health technology. Those eligible to enroll include the long-term unemployed and individuals who receive state assistance or are otherwise low income. In addition to the occupational skills training, work-readiness training and other supports are provided.



*Graduates of the Health CareRx Academy's Foundation Skills Workshop*

All Health CareRx Academy training leads to a certificate or degree and prepares individuals to pass a state or national license exam. For low-income individuals, training includes, but is not limited to, Patient Care Technician, Medical Billing and Coding Specialist, Certified Nursing Aide, Dental Assistant, Phlebotomy Technician, and Health Information Specialist. For long-term unemployed individuals, training includes Cardiovascular Technician, Registered Nurse, Radiation Therapist, Medical and Clinical Lab Technologist, and Radiologic Technician. Pharmacy Technician and EMT training are available to all participants.

The Health CareerRx Academy screens and assesses individuals for participation, selecting those who have demonstrated a commitment to a career in healthcare and to the level of training entailed. Each graduate gets exposure to the healthcare environment, receives coaching from healthcare professionals, and utilizes assessments designed to help leverage their skills and focus their efforts for improvement. Employers seeking potential employees benefit by working with the Academy, as they gain access to a pool of employment-ready, skilled talent.

During PY12, the Health CareerRx Academy enrolled 142 individuals in the HSS Health Professions Opportunity Grant and 108 individuals in the DOL H1-B Technical Grant. A total of 149 participants entered occupational skills training and 96 completed training. Of those participants who enrolled, 98 were placed in employment, the majority in healthcare jobs.

### Veterans

The WorkPlace has a strong record of implementing programs that are essential to helping veterans address barriers to employment and find the supports they need to reintegrate into the labor force. The goal is to provide easily accessible information, effective outreach, and comprehensive services to veterans and their families.

The Homeless Veterans Reintegration Program (HVRP) provides numerous services to chronically homeless veterans referred by the VA Connecticut Healthcare System, including supported employment, job training, housing counseling, employability skills training and substance abuse counseling. The WorkPlace's partners in this program are the CTDOL's Office for Veterans Workforce Development, Columbus House, Career Resources, Applied Behavioral Institute, Homes for the Brave, and Female Soldiers-Forgotten Heroes. During PY12, HVRP provided life skills and money management training to 79 participants and job search assistance to 96 participants. Additionally, 27 participants received occupational skills training and 68 attended job club workshops.

Through the Incarcerated Veterans' Transition Program, formerly incarcerated veterans receive supportive services and employment assistance that enable them to stabilize their personal lives, achieve economic self-sufficiency and avoid recidivism. The program targets veterans who have served on active duty and may have service-connected disabilities and significant barriers to employment. Thirty veterans received job search assistance and vocational counseling and 19 were placed in jobs.

This year, The WorkPlace made significant strides in advancing the services provided to veterans. In addition to offering programs that include workforce development services, The WorkPlace began a new initiative to improve housing stability for very low-income veteran families. The U.S. Department of Veterans Affairs (VA) selected The WorkPlace to administer the Support Services for Veteran Families program in lower Fairfield and New Haven counties. This project links The WorkPlace's job training success with individual and family support services. As part of this linkage, eligible veteran families are assisted in obtaining VA benefits and services that may include health care, personal financial planning, housing and transportation.



## Youth

### Summer Earn & Learn Program

The WorkPlace's Summer Earn & Learn Program has become a vital part of WIB's youth development portfolio. With funding from the Connecticut General Assembly through the Connecticut Department of Labor and the Department of Children and Families, the 2012 Summer Earn & Learn Program was able to place over 400 southwestern Connecticut youth into summer jobs. The program's career exploration model provides youth, ages 14-21, with the opportunity to work up to 20 hours per week for \$9.00 per hour for up to seven weeks. All youth attend one week of work-readiness training before being placed at worksites. The program, which gives priority to youth from low-income households, offers more than just needed income; it creates meaningful work experiences for the youth and provides employers with motivated youth who are prepared to work. Employers in the healthcare, retail, financial, and service industries were among those offering summer employment. As in prior years, the program partnered with area banks to provide financial literacy and offer youth the opportunity to open bank accounts to increase savings and cash checks, thereby avoiding check cashing fees elsewhere.

### **Eastern (Eastern CT Workforce Investment Board - EWIB)**

#### Green Jobs Funnel Initiative

With funding from a federal Green Jobs Innovation Grant and the Connecticut General Fund Funnel Program, the Eastern CT Workforce Investment Board designed a construction funnel model that fit the needs of the forty-one town region. The typical model serves as a pipeline to bring unskilled, entry-level workers into a trade union's apprenticeship program. Partnering with the Central Labor Council (CLC) and the John J. Driscoll United Labor Agency (ULA), EWIB found that regional construction union locals had many journeymen and apprentices "sitting on the bench" waiting for work and not being recruited. EWIB asked CLC/ULA to identify the gaps in skills that benched workers need to be competitive for upcoming union work. By working with the union trainers, a training curriculum designed to fill the gaps was soon developed.

Thus began a unique partnership between EWIB and the construction unions in eastern Connecticut. From July 1, 2012 to June 30, 2013, a total of 69 benched workers were trained and 56 (81%) went back to work in union jobs at an average wage of \$33.39 per hour. One of the trainings was "Safe & Green: Best Practices in Health Care Construction in Occupied Facilities," conducted in anticipation of renovations at Lawrence & Memorial Hospital. Twelve carpenters attended the training and all entered employment at \$29.65/hour. EWIB reached out to the other four Connecticut Workforce Investment Boards to see if there was interest in statewide classes for unemployed union workers. The first multi-region course was held in October 2012 with twelve men and women tradespersons from three WIB regions enrolling in "Preparing Electricians, Plumbers & Pipefitters for OSHA's New Rigging & Signaling Requirements for Alternative Energy Installations."

In June 2013, EWIB, CLC, and ULA were invited to present at the Eastern Seaboard Apprenticeship Conference on their unique partnership that succeeded in preparing unemployed union workers for the “greening” of construction.

#### On-line Green Training

In planning to meet the future workforce needs of energy industry employers in the region who are faced with impending retirements that could reduce the workforce significantly by 2013, and employers’ eagerness to pursue industry innovations, EWIB launched an on-line Eastern CT Energy Industry Job Training Program with funding from the U.S. Department of Labor’s Green Jobs Innovation Grant. The Energy Providers Coalition for Education (EPCE), an industry-sponsored training provider, developed the curriculum for the program with input from their members for two energy certificates – Energy Industry Awareness and Fundamentals of Energy. These were offered on-line through Bismarck State College’s National Energy Center of Excellence. Over 100 CTWorks customers from the region attended informational workshops about the program. A total of 28 individuals enrolled in the training, and, as of June 2013, 18 had completed the training and 13 had entered employment.

#### Helping Eastern Connecticut Employers Create and Maintain Jobs

With job creation numbers continuing to lag in the region, especially in southeastern Connecticut, the Eastern CT Workforce Investment Board pulled out all stops to help area businesses grow and stay competitive. EWIB’s Business Services Team, comprised of two representatives of Chambers of Commerce and two Department of Labor staff, had many incentives to offer and the region’s CTWorks Career Center system had talent to supply.

- Step Up - Connecticut’s Step Up program met the needs of the eastern region’s many small employers. During PY12, businesses hired 312 adults through Step Up. Legislative action that expanded the eligibility of veterans has allowed EWIB to meet employer’s requests for those workers.
- Technical Skills Training - As a partner with South Central’s Workforce Alliance in the federally-funded Technical Skills Training Initiative/ STEM On-the-Job Training Grant, EWIB was able to assist large and small businesses to hire more skilled workers, who were either under-employed or long-term unemployed, through on-the-job training incentives. Large employers such as Computer Sciences Corporation, Electric Boat, General Cable, and Spirol as well as small companies like Renchel Tool, Inc. and Kochek hired and trained workers through the grant. During PY12, 147 individuals were hired with the support of these job training funds.
- Incumbent Worker Training - Businesses that needed to train their existing workers to stay competitive were assisted through Incumbent Worker Training (IWT) funding. With the primary focus being on Science, Technology, Engineering, and Math (STEM) companies or occupations, IWT funds assisted 49 employers and 264 workers were trained.

## Youth

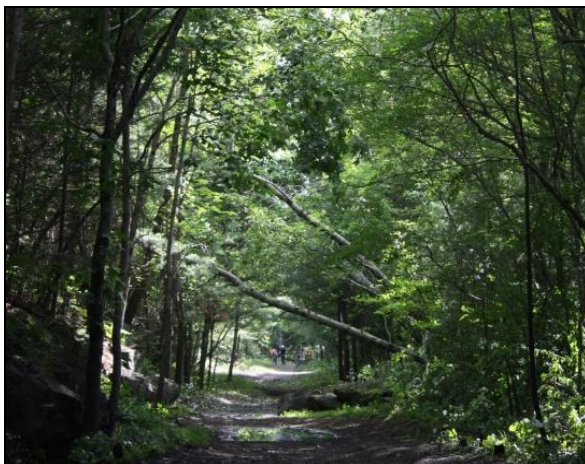
### One Summer, Three Youth Programs

In 2012, a total of 476 student and young adults took part in the Eastern CT Workforce Investment Board's summer employment programs. Three diverse programs with a common core of employability skill training and portfolio documentation helped participants many ways, including how to prepare for summer employment opportunities and understanding the relevancy of their high school classes on a broader scale. The programs were supported by multiple funding sources including the State of Connecticut summer youth funding through CTDOL, the Allied Health Policy Board, Department of Children and Families, the state's Connecticut Conservation Corps, and six regional philanthropic organizations.

Youth participated in six weeks of summer work experience, for 25 hours per week, at over 150 non-profit and for-profit worksites throughout the region. The youth participants were paid \$8.25 per hour. The youngest youth, those 14-15 years old, worked at a group project site that provided greater structure and supervision. The older youth were assigned to town hall projects, park and recreation programs, and opportunities at non-profit agencies.

Thirty youths with an interest in health care were selected for the Health Pipeline Program, funded by the Allied Health Policy Board. These youth had to complete a core group of on-line courses and obtain CPR and First Aid certification prior to beginning work at a healthcare facility. Twenty-eight participants completed the program successfully.

EWIB was one of two Workforce Investment Boards to receive funding from CTDOL for a Connecticut Conservation Corps (CCC) pilot. The CCC program, modeled after the Conservation Corps programs of the past, offered fifteen weeks of employment and training to under-employed and unemployed 18-25 year olds in northeastern Connecticut. Two crews tackled projects at Natchaug State Forest, Goodwin State Park, the Airline Trail in Thompson, Shenipsit State Forest and Hopeville Pond State Park.



*Before and after photos of Airline Trail show the results of a CCC clearing project.*

Thirty-six young adults were enrolled, receiving a variety of training and certifications such as OSHA 10, CPR, Pesticide Application, and Chainsaw Training. The Department of Energy and Environmental Protection (DEEP) staff provided a career day, with various divisions within DEEP providing information about career opportunities.

### **North Central (Capital Workforce Partners)**

#### *CTWorks at Hartford Public Library*

Hartford Public Library has offered career assistance services to its customers for many years, but when a more comprehensive approach to the delivery of those services was sought, leaders from the library, City of Hartford, and Capital Workforce Partners (CWP) joined forces to create a systematic approach to helping local residents find employment. Plans to locate a satellite *CTWorks* One-Stop within Hartford's main library began in 2011, and *CTWorks@HPL* was born. On October 11, 2012, the Mayor of Hartford, Pedro Segarra, officially cut the ribbon for the new facility at an open house celebration.



Located in an area by the library's main entrance, the *CTWorks* satellite center operates 54 hours per week, including evenings and Saturdays. Two banks of computers are provided exclusively for on-line job search and some of the many services to customers include résumé development and review, free workshops on job search and interviewing techniques, and, as capacity permits, one-on-one coaching. Hundreds of job-seekers have taken advantage of the new location.

#### On-line Learning at the One-Stops

Expanding on the opportunities presented by the One-Stop redesign that added career stations to the new open-space setting and On-line Learning Centers in each office, CWP added new web-based learning options for jobseekers. Thousands of on-line training products are now available to job-seekers through the *CTWorks* centers located in the North Central region, including basic computer literacy tutorials, KeyTrain work preparation and basic skills courses, and SiMentor interactive video simulations for job search and job readiness skills. Other courses and assessments are available from SkillSoft, MedcomTrainex, and Kahn Academy through Metrix Learning and KenexaProveIT!

In PY12, a total of 2,570 jobseekers used the On-line Learning Centers, more than doubling usage over PY11, when 1,193 individuals logged in. Customers access services on a drop-in basis. Facilitators are available to support customers, assisting them with everything from setting up accounts and passwords to fine-tuning résumés and applying for jobs on-line.

#### Ex-Offender Retention Initiative

Capital Workforce Partners operates an ex-offender retention initiative at the Hartford One-Stop *CTWorks* Career Center, providing critical supports to ensure that newly employed ex-offenders are successful on the job and retain employment. Funding from the Beatrice Fox Auerbach

Foundation Fund through the Hartford Foundation for Public Giving is matched with WIA dollars and services are coordinated through the *CTWorks* One-Stop. Retention services include assistance with housing, obtaining a drivers' license, securing free cell phone service, and obtaining professional clothing. Other assistive resources include the Department of Rehabilitation Services for those individuals with disabilities, Department of Social Services for basic needs, Child Support Enforcement for deferral of child support payments and CTDOL's Work Opportunity Tax Credit. Referrals are made to substance abuse services, family reunification programs, emergency fuel assistance, and to legal aid for assistance with the pardons process. As of June 2013, 88% of participants enrolled in 2012 were still employed.

### Adult Training Programs

In November 2012, A.I. Prince Technical High School approached Capital Workforce Partners to partner on the development of three new adult training programs through the availability of state funding. CNC Machining, Weatherization, and Microsoft Office 2010 training programs were created to provide opportunities to unemployed adults by means of extending the availability of classrooms, equipment, and teachers beyond the high school day. *CTWorks* and the Hartford Jobs Funnel teamed up to recruit and screen trainees between mid-December and mid-January, and training began January 22, 2013. Graduates of Weatherization and Microsoft Office 2010 returned to the Hartford Jobs Funnel and *CTWorks* for job placement services in the spring of 2013, while CNC Machining graduates progressed to advanced training.

### Step Up

Word of the state's Step Up program spread quickly to employers in the North Central region during the program's first full year and the program quickly became in demand. Promotion of Step Up on Capital Workforce Partners' website and networking efforts by the WIB's business team also contributed to the interest in the program. Employers, appreciative of the wage reimbursements and wage subsidies available through Step Up, created an increase in new hires by employing individuals who qualified for the program. The grants to small manufacturers offered under this initiative resulted in the hiring of 277 individuals at 37 companies. A total of 115 individuals were hired at 44 companies under Step Up's subsidized employment component for small businesses. In addition to the machinists and CNC operators who were hired, warehouse jobs and positions in customer service, culinary arts, sales, and cleaning/maintenance were also filled.

### Youth

In PY12, Capital Workforce Partners tackled the challenge of attracting out-of-school youth, and keeping them interested and engaged in services by launching a new WIA Youth Program model. After reviewing best practices, three models were identified for implementation.

The higher education partnership model is designed to address the high attrition rate of low-income college students. This model partners a community-based organization with a community college to provide wraparound case management and youth development services coupled with academic supports. Successful participants in this model will improve their academic skills and study habits, learn to navigate higher education, earn short-term credentials, and ultimately matriculate into degree programs or enter career-track employment.

The simulated business model is designed to provide a stimulating environment that closely mirrors the real world of work and keeps young people interested and engaged. Participants receive training in entrepreneurship, customer service, and skills directly related to the business. At the same time, they develop their literacy and numeracy in the context of the business and earn credentials related to the skill training. Successful participants will apply their newly developed entrepreneurial skills to market themselves to employers, achieve success in post-secondary education, or both.

During PY12, Opportunities Industrialization Center of New Britain (OIC) offered Fo'Real, a program for WIA Youth that incorporates entrepreneurship, business skills, computer training, culinary and hospitality skills, and career competencies. OIC partners with Tunxis Community College in this effort, with Tunxis providing instruction in Entrepreneurship Exploration, Quick Books, and Customer Service, as well as in other areas of study. The culinary portion of the training, Introduction to Catering, is delivered by OIC, and includes safety and sanitation practices, Serv-Safe certification, menu planning, food preparation techniques and proper use of kitchen tools and appliances. Participants put their entrepreneurial skills to work as they develop a business plan for a restaurant or food service company.

In the spring of 2013, OIC invited program supporters, Capital Workforce Partners staff and board members to luncheons catered by the youth participants and hosted at OIC in New Britain. The youth showcased their culinary skills, as pictured here, as well as their customer service competencies by offering guests multi-course meals, from appetizer to dessert. Guests had the opportunity to speak with the participants about their experiences in the program.



Contextualized learning, based on the I-BEST model, uses a team teaching approach to deliver basic skills instruction through occupation-specific content. Participants increase their basic skills and earn a GED while acquiring marketable job skills, with the goal of placement in employment at a living wage.

Responding to Capital Workforce Partners' strategic focus on the construction sector, the Capitol Region Education Council's (CREC) GED/Construction Program combines academic skills instruction with training in the construction trades using the I-BEST team teaching model. Participants are prepared to earn a GED as well as multiple certifications, including Blueprint Reading, Aerial Lift, Fork Lift, CPR/First Aid, and OSHA 10. The program leverages CREC's construction department by providing firsthand exposure to the construction industry through visits to active sites. Youth enjoyed hands-on lessons as they built sawhorses by calculating lengths and angles, measuring and cutting lumber, and assembling and finishing their creations.

Private sector support has boosted participant success. Both Stanley Black & Decker and Home Depot are generous sponsors, supplying the participants with the tools they need for their training, internships, and on future jobs. In fact, each graduate received a toolbox along with his or her certificate.



The first graduation ceremony was held on June 27, 2013 for thirteen youths who completed the construction training. As of mid-June, two participants had passed the GED test. Several are awaiting their test results and all of the remaining participants will be scheduled for the GED test before January 1, 2014.

### **South Central (Workforce Alliance)**

#### Step Up

The results of the first full year of the state's Step Up program showed that employers like the flexibility and diversity built into the incentive program, which offers wage reimbursements and wage subsidies for up to six months to qualified employers who hire eligible individuals. This initiative between the Connecticut Department of Labor and each of the five Workforce Investment Boards was created by legislation in 2011. During PY12, a total of 81 employers hired 291 individuals in the South Central area. Manufacturing-based employers hired machinists, inspectors, and technicians, and filled positions in other production-related areas and in shipping/receiving. The array of jobs in small businesses included bakers, construction workers, carpenters, apprentices, drivers, mechanics, and data clerks.

#### Next Steps

Next Steps, Workforce Alliance's ex-offender re-entry program, successfully assisted 155 participants to enter employment during the past year. This program, launched in 2011 with a team of dedicated professional assembled by Workforce Alliance and *CTWorks* in New Haven, was established to help ex-offenders obtain jobs, retain employment and overcome recidivism. The team approaches their clients not only as individuals who are looking for employment, but as people with complicated lives and difficulties that often require additional attention to be solved. Next Steps classes include one week of intense, all-day sessions focusing on life-skills, attitude, personal preparedness for the workplace, and the basics of finding and keeping a job. The program served 251 ex-offenders during PY12.

#### H1-B Grant: Technical Skills Training Initiative

The Technical Skills Training Initiative (TSTI) is a four-year, statewide grant that provides incentives to help employers fill high-tech positions without importing foreign workers. The program, which is funded through the application fees employers pay for H1-B visas, offers on-the-job training with a 50%-75% reimbursement of wages during the training. Employers are able to select the worker, or may choose from a qualified, pre-screened candidate pool. In PY12, more than 90 contracts for training were negotiated. Eight WIA participants were among those hired. This initiative is exceptional in that the average wage is in excess of \$50,000, with some individual jobs topping \$100,000. The career paths offered through the program, including information technology, engineering, and advanced manufacturing can provide new opportunities for participants that include the long-term unemployed.



*WIA participant Tom Jette gained employment through TSTI.*

## Youth

### Summer Youth Employment

Despite the challenges of reduced funding but more communities participating, the PY12 summer youth employment program was a huge success. Youth, ages 14 to 21, from twenty-two of the region's thirty communities participated in the summer jobs program, working in venues ranging from public works departments to private real estate offices. Workforce Alliance's regional share of the statewide summer youth employment funding was \$1,012,500 and the City of New Haven contributed to the region's youth efforts as well. The total number of participants from all funding sources, 1,261, was an increase from PY11. As in other years, communities depended upon the summer youth participants to assist in camp and daycare settings, providing much-needed help with hundreds of youngsters. Sites included Solar Youth, which taught useful environmental skills, and Pardee Garden, run by the Sound School, which supplemented city services by having participants cultivate plant beds and build benches for city parks.



*Youth participant Ari Leohong earned money making treats at a cupcake shop in Middletown.*

### Youth Council Mentoring Program

After a successful pilot year for Workforce Alliance's Youth Council Mentoring Program (WAYCMP), PY12 offered more opportunities for personal growth and development for eligible high school students who were active participants of WIA-funded Youth programs. WAYCMP furthers the WIA goal of eliminating barriers to employment by alleviating social and academic barriers, with the express purpose of introducing high school students to college mentors, the college environment, and possibilities for future success. To accomplish this, WAYCMP matched participants with local college students who provided tutoring and their time. A number of functions, designed to create a nurturing atmosphere for discussion, were held for students.

The program began with an all-day retreat at Quinnipiac University and included campus tours, followed by team-building exercises. This was one of a number of Saturday events designed to build relationships and reinforce the expectation that college could be a part of the students' futures. In PY12, WAYCMP developed a partnership with ManyMentors, a STEM-based mentoring program operated out of UConn. This partnership included a "STEM-U" event, an on-campus weekend in Storrs, during which the students participated in mock college classes and competed in a robotic competition. The trip also included a visit to the Connecticut Science Center in Hartford.

To foster discussions among program participants, WAYCMP maintains a blog, which is also part of a broader social media network that includes Facebook ([www.facebook.com/ctworks4u](http://www.facebook.com/ctworks4u))



and Twitter ([www.twitter.com/ct\\_works](http://www.twitter.com/ct_works)). Workforce Alliance utilizes these formats to interact with and provide information to its many vendors, program participants, and other customers.

### **Waivers and Their Influence on Performance**

The Connecticut Department of Labor submitted a request for waivers of statutory and regulatory requirements under the Workforce Investment Act to USDOL and was granted approval of the following waivers. These approved waivers were incorporated by reference into the State Integrated Workforce Plan which is in effect until June 30, 2017.

- Waiver of the requirement for a 50 percent employer contribution for customized training, to permit a sliding scale contribution for small and medium-sized businesses

Under this waiver, the following sliding scale is permitted based on the size of the business:

1. No less than 10% match for employers with 50 or fewer employees, and
2. No less than 25% match for employers with 51 - 250 employees, and
3. 50% match for employers with more than 250 employees.

Although Connecticut's Workforce Investment Boards (WIBs) did not utilize this waiver in PY12, the availability of the sliding scale provides a potentially valuable tool for the WIBs in supporting Connecticut's small businesses and the employees thereof. Customized job training meets the occupational needs of employers, while participants gain employment opportunities and learn valuable skills.

- Waiver to increase the employer reimbursement for on-the-job training (OJT) at WIA Section 101(31)(B)

Under this waiver, the following reimbursement amounts are permitted:

1. Up to 90% reimbursement for employers with 50 or fewer employees, and
2. Up to 75% reimbursement for employers with 51 - 250 employees, and
3. 50% reimbursement for employers with more than 250 employees.

This waiver is beneficial for small to mid-sized businesses as it provides the financial incentive of a sliding scale for cost reimbursement for Connecticut employers providing OJT. On-the-job training is a viable option for WIA participants who prefer hands-on training to traditional classroom instruction. The paid training offered through OJT further benefits participants who gain new job skills. A goal of OJT is for the trainee to be hired by the OJT employer at the completion of training, which helps meet employer needs and results in a positive outcome for the trainee.

In PY12, two of the five WIBs utilized this waiver and reported that the match allowed by the waiver benefited small businesses.

- Waiver to permit local areas to use a portion of local area formula allocation funds to provide incumbent worker training (IWT) at WIA Section 134(a)

Under this waiver, local areas may use up to 10 percent of local Adult funds and 10 percent of Dislocated Worker funds for IWT as part of a layoff aversion strategy. This waiver allows the WIBs to leverage state funds for employers to develop training that will upgrade the skills of their employees, thereby allowing employers to remain competitive and avert layoffs.

During Program Year 2012, state funding was awarded to all five WIBs for IWT programs. Connecticut's WIBs utilized this source of funds for IWT and chose to direct critically needed WIA funds to serve the Adult and Dislocated Worker programs. Although the WIBs did not utilize this waiver during PY12, the availability of the waiver allows the flexibility to utilize it as needs arise.

- Waiver of the prohibition on the use of Individual Training Accounts (ITAs) for youth to allow flexibility in provision of training services to youth

Under this waiver, Workforce Investment Boards may utilize ITAs for Youth program participants to provide for training services. This waiver maximizes the flexibility in service delivery for WIA Youth by increasing customer choice and allowing for greater access to training in demand occupations. Also, by allowing ITAs for youth, those who are employment-focused rather than on an academic track may be better able to attain occupational goals.

In PY12, most WIBs utilized this waiver and those that did reported enhanced program flexibility and better services for youth.

- Waiver of the requirement for competitive procurement of service providers for up to three youth elements (work experience, support services, and follow-up services) to ensure continuity of youth services

With this waiver, WIBs may allow *CTWorks* Centers or partner agencies to directly provide work experience, supportive services, and follow-up services to Youth rather than procuring such services. This waiver ensures continuity of service delivery for Youth and allows for the leveraging and coordination of resources for delivery of services.

One WIB reported utilizing this waiver in PY12 and emphasized that it allowed for the provision of seamless follow-up services.

- Waiver of provision that prescribes a time limit on the period of initial eligibility for training providers

Section 122 of WIA requires that "each Governor of a State shall establish a procedure for use by local boards in the State in determining the eligibility of a provider...to continue to receive funds...for a program after an initial period of eligibility..." Since the implementation of WIA, Connecticut has been granted a

waiver from USDOL from implementing the requirement to develop a subsequent eligibility process, on the basis that significant challenges are associated with securing comprehensive performance data from eligible providers.

This waiver minimizes the management burden of local Workforce Investment Boards by postponing the labor-intensive task of conducting the subsequent eligibility determination process for providers on the state's Eligible Training Providers List (ETPL). One WIB noted that this waiver allows for a simplified process for providers. This encourages broader participation by training providers. Another WIB noted that since WIA-funded participants in ETPL training programs constitute a very small percentage of the student population, pursuing institution-wide performance data may be difficult. Providers may not track the type of information that is required for the subsequent eligibility process, some may not have the capacity to collect the data, and confidentiality of data may prohibit the sharing of information. One WIB reported that it conducts local "performance reviews" of area ETPL providers that have received more than eight individual training agreements from the WIB. Completion/credential attainment and training-related job placement within 120 days are compared to the goals specified in the local ITA contract with the ETPL provider, but data is solely in regard to outcomes for WIA-funded individuals.

- Waiver of the seventeen statutory performance measures and authority to implement the Common Measures

The Connecticut Department of Labor, as the state administrator of the Workforce Investment Act, and the Connecticut Employment and Training Commission requested a waiver of Section 136(b), which defines the current WIA Title I performance measures. CTDOL requested and was granted a waiver to replace the seventeen statutory performance measures with the Common Measures:

- Adult/Dislocated Worker Entered Employment Rate
- Adult/Dislocated Worker Employment Retention Rate
- Adult/Dislocated Worker Average Earnings
- Youth Placement in Employment or Education
- Youth Attainment of a Degree or Certificate
- Youth Literacy and Numeracy Gains

The state's initiative to move forward with consolidated measures reflects the desire to simplify performance measurement and better evaluate the success of Connecticut's WIA employment and training programs. Benefits include streamlined performance measurement of Adults and Dislocated Workers and a single set of measures for all Youth participants, rather than reporting by Older and Younger Youth.

By implementing Common Measures, Connecticut's One-Stop system partners are able to focus on the core purposes of the workforce system – the employment of adults and skill attainment for youth. In addition, the implementation of Common Measures allows for increased program flexibility, better coordination

of data collection, and more clearly defined and understood performance measures.

- Waiver of the requirement to provide incentive funding to local areas

The reduction in Governor's Reserve funds from 15% to 5% for Program Year 2012 restricted the state's ability to effectively carry out all of the required statewide workforce investment activities. This waiver, which was approved by USDOL on December 10, 2012, provides CTDOL with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

### **Discussion of the Cost of Workforce Investment Activities**

During Program Year 2012, the Connecticut Department of Labor and the state's five workforce investment boards (WIBs) worked diligently to meet the employment and training needs of Connecticut's residents, increase the number of successful WIA program outcomes, and assist individuals who faced limited employment opportunities due to a sluggish economy. The data and discussion that follow reflect the efforts of the state and its workforce investment partners and provide categorized information detailing services and costs for the 5,738 total of WIA participants served during PY12 with statewide program expenditures of \$19,359,815. During the program year, the majority of those served were Dislocated Workers (51%), followed by Adults (31%). Of the total number of WIA participants served in PY12, 18% were Youth.

Like the rest of the nation, Connecticut continued to face challenges to economic recovery in 2012, with the state realizing only modest job growth and at a rate insufficient to significantly reduce either the state's unemployment rate of over 8% or long-term unemployment. In this era of slow economic growth, the services provided through One-Stop system are crucial to Adult, Dislocated Worker and Youth populations in need of training and education to attain the goal of obtaining employment. In addition to difficult economic times, PY12 presented daunting challenges to the state's WIA program due to a decrease in WIA funding for Connecticut from the prior program year.

With on-going demand for services, the state and its workforce partners endeavored to meet customer needs despite the funding constraints. This entailed streamlining and improving internal processes, sharing and implementing best practices, and directing jobseekers to base their employment plan decisions on labor-market information and industry trends in Connecticut. In addition, the WIBs continued to develop innovative workforce development strategies to assist individuals with skill deficiencies or other barriers to improve the potential for successful outcomes. Details of local WIB efforts are provided in this report at "Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs."

Provided on the following pages is information on the state's WIA activities and cost per expenditures during Program Year 2012 (July 1, 2012 through June 30, 2013) for each WIA funding stream, including Adults, Dislocated Workers and Youth. The tables contain a variety of data including the number of participants served and exited, overall change between program years, types of activities, and associated costs. The participant data reflects WIA performance for Adults, Dislocated Workers, and Youth for the period of July 1, 2012 through June 30, 2013.

Data regarding WIA program exiters represents the period of April 1, 2012 through March 31, 2013, which is the latest period for which complete exiter results are available.

### Local WIA Adults

Although the number of WIA Adult participants served by the WIBs in Program Year 2012 indicates a decrease (less than 6%) when compared to PY11, the overall number of participants served remained remarkably high given the WIA Adult services funding decrease of 11.30% in PY12.

		PY 11	PY 12	Change
<b>Adult</b>	Participants Served *	24,034	22,657	(5.73%)
	Exiters **	17,889	16,840	(5.86%)
	% of Participants who exited	74.43%	74.33%	(0.13%)

\* Per TEGL 17-05, Section 6A(1), a participant is an individual who is determined eligible to participate in the program and receives a service funded by the program in either a physical location (One-Stop Career Center or affiliate site) or remotely through electronic technologies). Totals here include those receiving self-services and informational activities.

\*\* Per TEGL 17-05, Section 6B(1), program exit means a participant has not received a service funded by the program or a partner program for 90 consecutive calendar days, and is not scheduled for future services.

As in past program years, serving Adult WIA participants posed particular challenges to the providers of WIA services in the workforce development system. This population is often “hardest to serve” due to such factors as reading and/or math skills deficiencies, lack of high school completion or degree attainment, and a lack of “soft skills” such as résumé writing and job interviewing. In light of this, service delivery primarily focused on the provision of intensive services to WIA Adult participants (89%).

### WIA Adult: PY12 Participants Served and Cost Per Expenditures

\$5,776,052

Participants Served ***	1,765	Cost Per Participant	\$3,273
Participants Exited	893	Cost Per Exiter	\$6,468

### Local Adult: PY12 Types of Activities\*\*\*\*

	<u>Core</u>	<u>Intensive</u>	<u>Training</u>	<u>Participants Served</u>
PY 12	1,168	1,577	611	1,765
PY 12 % of Participants Served ***	66%	89%	35%	

\*\*\* Here, “participants served” excludes those participants who only received self-service or informational activities. See TEGL 17-05, Section 8B.

\*\*\*\*Core services are initial services for WIA participants seeking employment and may include staff-assisted job search, counseling, workshops, job clubs, etc. Intensive services are focused activities for WIA participants who need more than core services to obtain employment and may include comprehensive assessment, testing, case management, etc.

### Local WIA Dislocated Workers

Program Year 2012 data shows that the number of Dislocated Worker participants served, in comparison to PY11, decreased by just over 10%. As with the Adult participants, Connecticut provided WIA services to a significant number of Dislocated Workers in PY12, despite strained resources caused by a 15.37% reduction in funding for Dislocated Worker program activities.

		PY 11	PY 12	Change
<b>Dislocated Workers</b>	Participants Served *	3,246	2,914	(10.23%)
	Exiters **	2,042	1,523	(25.42%)
	% of Participants who exited	62.91%	52.26%	(15.19%)

\* Per TEGL 17-05, Section 6A(1), a participant is an individual who is determined eligible to participate in the program and receives a service funded by the program in either a physical location (One-Stop Career Center or affiliate site) or remotely through electronic technologies).

\*\* Per TEGL 17-05, Section 6B(1), program exit means a participant has not received a service funded by the program or a partner program for 90 consecutive calendar days, and is not scheduled for future services.

As data in the chart above shows, slightly more than half of Dislocated Workers served exited the program in PY12. Although the data reported at Table E in the “Tabular Section” of this report demonstrates an encouraging 76.4% entered employment rate for Dislocated Workers, many Dislocated Workers continued to be in need of WIA services. Like many other jobseekers with extensive work experience and a higher education, Dislocated Workers have encountered difficulties not only in obtaining employment, but in finding jobs paying wages comparable to that of prior employment. The statewide average earnings for Dislocated Workers decreased in PY12 by 7.68% from PY11 (see the chart at “Comparison of PY11 and PY12 Actual Performance” in this section). In addition, skills upgrading must often be achieved in order for Dislocated Workers to be competitive in the job market. The dilemma, of course, is limited funding for training. As with the WIA Adult population, service delivery to Dislocated Workers focused mainly on intensive services (92%).

With limited resources available for training, it is even more important to take steps to increase the likelihood of successful outcomes for those who receive WIA training. This, and in understanding the tight job market and an increased focus by employers to hire job candidates with the most up-to-date skills and specific educational backgrounds, led the state and its workforce investment partners to consult and collaborate with employers, workforce development representatives, and education experts to analyze job market trends, identify occupations with potential growth and the corresponding key fields of study, and determine employer expectations. For those serving Dislocated Workers, such information is essential as it can better guide participants in making training and career choices that can lead to successful outcomes.

#### WIA Dislocated Workers: PY12 Participants Served and Cost Per Expenditures

\$6,834,553

Participants Served	2,914	Cost Per Participant	\$2,345
Participants Exited	1,523	Cost Per Exiter	\$4,488

**Local Dislocated Worker: PY12 Types of Activities\*\*\***

	<u>Core</u>	<u>Intensive</u>	<u>Training</u>	<u>Participants Served</u>
PY 12	1,719	2,671	1,158	2,914
PY 12 % of Participants Served	59%	92%	40%	

\*\*\*Core services are initial services for WIA participants seeking employment and may include staff-assisted job search, counseling, workshops, job clubs, etc. Intensive services are focused activities for WIA participants who need more than core services to obtain employment and may include comprehensive assessment, testing, case management, etc.

**Local WIA Youth**

Data for PY12 shows that, in comparison to PY11, the number of Youth participants served decreased slightly, by just over 6%. It is noteworthy, given the 5.70% decrease in WIA Youth funding in PY12, that a sizable number of Youth participants were served through the WIBs during the program year and that the WIBs maintained a fairly stable level of participants served compared to PY11.

		<b>PY 11</b>	<b>PY 12</b>	<b>Change</b>
<b>Youth</b>	Participants Served *	1,132	1,059	(6.45%)
	Exiters **	682	492	(27.86%)
	% of Participants who exited	60.25%	46.46%	(21.41%)

\* Per TEGL 17-05, Section 6A(1), a participant is an individual who is determined eligible to participate in the program and receives a service funded by the program in either a physical location (One-Stop Career Center or affiliate site) or remotely through electronic technologies).

\*\* Per TEGL 17-05, Section 6B(1), program exit means a participant has not received a service funded by the program or a partner program for 90 consecutive calendar days, and is not scheduled for future services.

WIA Youth participants often have more than one barrier to employment – single parent homes, pregnant/parenting, language, basic skills deficiency, school dropout, offender, or homeless, runaway or in foster care. Many require additional assistance to complete an educational program or to secure and retain employment. Even one such barrier can challenge an affected youth's successful participation in the WIA program. The need to address and improve education-related issues was clearly a focus of services in PY12. The data in the chart that follows for "Local Youth: PY12 Types of Activities" indicates that, overall, academic activities were provided to 60% of Youth participants. Engaging Youth in activities that provide employment skills and prepare Youth for employment was also a focus of service providers, as is evident by the percentage of Youth placed in work-related activities (93%). The costs associated with serving Youth are higher than the costs for serving Adults and Dislocated Workers, which is attributed to the cost of contracted services with local youth service providers.

**WIA Youth: PY12 Participants Served and Cost Per Expenditures**

**\$6,749,210**

Participants Served	1,059	Cost Per Participant	\$6,373
Participants Exited	492	Cost Per Exiter	\$13,718

Local Youth: PY12 Types of Activities

	<u>Work-Related</u>	<u>Academic</u>	<u>Summer-Related</u>	<u>Participants Served</u>
PY 12	990	635	151	1,059
PY 12 % of Participants Served	93%	60%	14%	

**Comparison of PY11 and PY12 Actual Performance**

Despite the continued challenges presented by a sluggish economy and the difficulties faced in working toward achieving performance goals with less funding, Connecticut met or exceeded all Common Measures goals. In comparison to Program Year 2011, the statewide performance data reflects significant and notable improvements in the Adult “Entered Employment Rate” as well as in the Youth measures for “Attainment of Degree or Certificate” and “Literacy and Numeracy Gains.” The average earnings for both Adults and Dislocated Workers decreased in PY12, although more so for Dislocated Workers. A factor contributing to the lower earnings is the impact the slow-to-recover economy has had on the state’s labor market.

	Measure	Actual State Performance		Change between PYs	PY 12 Goal Attainment	
		PY 11*	PY 12			
Adults	Entered Employment Rate	66.0%	69.9%	3.90%	103.56%	Exceeded
	Employment Retention Rate	87.1%	82.6%	(4.50%)	98.22%	Met
	Average Earnings	\$11,656	\$11,615	(\$41)	105.34%	Exceeded
Dislocated Workers	Entered Employment Rate	75.6%	76.4%	0.80%	97.08%	Met
	Employment Retention Rate	91.9%	89.2%	(2.70%)	100.79%	Exceeded
	Average Earnings	\$18,993	\$17,535	(\$1,458)	95.83%	Met
Youth	Placement in Employment or Education	72.4%	73.4%	1.00%	100.55%	Exceeded
	Attainment of Degree or Certificate	79.0%	86.2%	7.20%	108.98%	Exceeded
	Literacy and Numeracy Gains	53.8%	68.5%	14.70%	127.32%	Exceeded

\* Implementation of Common Measures



**Performance Outcomes of State Measure:**  
**Credential Attainment By Adults and Dislocated Workers**

On July 1, 2011, the Connecticut Department of Labor implemented a new state performance measure regarding credential attainment by Adults and Dislocated Workers. The purpose of this measure is to provide performance data on the number of Adults and Dislocated Workers who, as of the reported end date of training, attained an industry-recognized credential in the program year. Attainment of the measure is determined as follows:

Of those in the denominator, the number of participants who obtain a credential by June 30th of the current program year
<i>divided by</i>
The number of participants who ended training during the four-quarter period beginning January 1st of the previous program year.*

*\*The denominator includes all participants who end training regardless of completion status. Exit exemptions are included in the measure, but participants enrolled in on-the-job training or customized job training programs are excluded.*

The following charts reflect the results of the state credential measure for PY12:

**Adults**

<b>WIB</b>	<b>Numerator</b>	<b>Denominator</b>	<b>Ratio</b>
East	24	34	0.70
North Central	40	45	0.88
Northwest	77	121	0.63
South Central	48	63	0.76
Southwest	81	121	0.66
Statewide	270	384	0.70

**Dislocated Workers**

<b>WIB</b>	<b>Numerator</b>	<b>Denominator</b>	<b>Ratio</b>
East	68	100	0.68
North Central	99	116	0.85
Northwest	237	356	0.66
South Central	95	108	0.87
Southwest	93	148	0.62
Statewide	593	829	0.71

### **Discussion of Activities Funded By WIA 5% Statewide Funds**

The Workforce Investment Act (WIA) requires the Governor to allocate the majority of the WIA funds, via formula, to the local Workforce Investment Boards (WIB) which are responsible for setting local policy and directing the use of these formula-allocated funds in their regions. The Governor, by law, is allowed to reserve a percentage of the WIA funds in Connecticut for use in the administration and provision of statewide employment and training activities.

Program Year 2012 Governor's Reserve funding for states remained significantly reduced by Congressional action and, for Connecticut, the funding level continued at 5%, a reduction from the 15% level in place prior to PY11.

During PY12, Connecticut delivered the following required WIA statewide activities using the 5% statewide funds:

- Maintaining the state list of eligible training providers
- Conducting performance evaluations, including programmatic monitoring, data validation, and customer satisfaction surveys
- Assisting in the operations of One-Stop delivery by providing core services, and providing access to intensive and training services
- Operating fiscal management and performance accountability system activities
- Supporting the *CTWorks* Business System, the state's WIA case management information system.

Activities related to monitoring, evaluation, and accountability provide essential information and guidance for the state and its workforce investment partners in regard to continuous improvement and program efficiencies. Also, of particular value to the workforce investment boards in achieving programmatic goals is performance data that is made available through the *CTWorks* Business System. By having access to this data on a timely basis, WIBs can analyze performance, determine areas in need of attention, and focus on solutions. By maintaining the state eligible training provider list, the WIBs are able to provide quality education and training to WIA participants, thereby improving outcomes for individuals.

**TABULAR SECTION**

*As of PY11, Connecticut began reporting on Common Measures.  
Tables and cells that reflect the 17 measures are shaded.*

**TABLE A - CUSTOMER SATISFACTION RESULTS**

	Negotiated Performance Level	Actual Performance Level	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
		American Customer Satisfaction Index				
Program Participants						
Employers						

**TABLE B - ADULT PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	67.5%	69.9%	540
			772
Employment Retention Rate	84.1%	82.6%	709
			858
Average Earnings	\$11,026.40	\$11,615	\$7,724,115
			665
Employment and Credential Rate			

**TABLE C - OUTCOMES FOR ADULT SPECIAL POPULATIONS**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	66.2%	88	71.0%	22	60.6%	20	57.6%	34
		133		31		33		59
Employment Retention Rate	82.0%	105	83.8%	31	87.1%	27	81.3%	39
		128		37		31		48
Average Earnings	\$11,231	\$1,055,704	\$14,671	\$381,450	\$10,431	\$271,213	\$12,944	\$453,030
		94		26		26		35
Employment and Credential Rate								

**TABLE D - OTHER OUTCOME INFORMATION FOR THE ADULT PROGRAM**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	71.5%	298	68.2%	242
		417		355
Employment Retention Rate	81.3%	448	85.0%	261
		551		307
Average Earnings	\$12,054	\$5,086,730	\$10,853	\$2,637,385
		422		243

**TABLE E - DISLOCATED WORKER PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78.7%	76.4%	1,276
			1,670
Employment Retention Rate	88.5%	89.2%	1,349
			1,513
Average Earnings	\$18,297.40	\$17,535	\$22,777,913
			1,299
Employment and Credential Rate			

**TABLE F - OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	74.5%	73	70.2%	40	72.3%	238	66.7%	16
		98		57		329		24
Employment Retention Rate	91.1%	92	84.2%	32	86.0%	233	88.2%	30
		101		38		271		34
Average Earnings	\$19,419	\$1,689,462	\$18,120	\$579,855	\$18,139	\$4,063,218	\$15,208	\$456,229
		87		32		224		30
Employment and Credential Rate								

**TABLE G - OTHER OUTCOME INFORMATION FOR THE DISLOCATED WORKER PROGRAM**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	78.9%	784	72.8%	492
		994		676
Employment Retention Rate	89.3%	757	89.0%	592
		848		665
Average Earnings	\$18,009	\$13,182,745	\$16,923	\$9,595,168
		732		567

**TABLE H.1 - YOUTH (14-21) PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Emp. or Education	73.0%	73.4%	376
			512
Attainment of Degree or Certificate	79.1%	86.2%	381
			442
Literacy and Numeracy Gains	53.8%	68.5%	196
			286

**TABLE H.2 - OLDER YOUTH (19-21) PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment			
Employment Retention Rate			
Earnings Change in Six Months			
Credential Rate			

**TABLE I - OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS**

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment								
Employment Retention Rate								
Earnings Change in Six Months								
Credential Rate								

**TABLE J - YOUNGER YOUTH PROGRAM RESULTS**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment			
Diploma or Equivalent Rate			
Retention Rate			

**TABLE K - OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS**

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment						
Diploma or Equivalent Rate						
Retention Rate						

**TABLE L - OTHER REPORTED INFORMATION**

Reported Information	12 Month Employment Retention Rate		12 Month Earnings Increase/Replacement	
Adults	82.4%	726	\$5,398	\$4,480,602
		881		830
Dislocated Workers	88.6%	1,537	121.5%	\$27,211,973
		1,734		\$22,394,486
Older Youth				

Reported Information	Placements in Nontraditional Employment		Wages At Entry Into Employment For Those Who Entered Unsubsidized Employment		Entry Into Unsubsidized Emp. Related to Training of Those Who Completed Training Services	
Adults	2.0%	11	\$4,914	\$2,535,716	46.1%	137
		540		516		297
Dislocated Workers	3.5%	45	\$7,492	\$9,357,373	46.5%	364
		1,276		1,249		783
Older Youth						

**TABLE M - PARTICIPATION LEVELS**

Reported Information	Total Participants Served	Total Exiters
<b>Total Adult Customers</b>	25,523	18,328
Total Adult (Self-Service only)	20,892	15,947
WIA Adults	22,657	16,840
WIA Dislocated Workers	2,914	1,523
<b>Total Youth (14-21)</b>	1,059	492
Younger Youth (14-18)		
Older Youth (19-21)		
Out of School Youth	641	294
In-School Youth	418	198

**TABLE N - COST OF PROGRAM ACTIVITIES**

<b>Program Activity</b>		<b>Total Federal Spending</b>
<b>Local Adults</b>		\$5,776,052
<b>Local Dislocated Workers</b>		\$6,834,553
<b>Local Youth</b>		\$6,749,210
<b>Rapid Response</b> (up to 25%) WIA Section 134(a)(2)(B)		\$1,769,167
<b>Statewide Required Activities</b> (up to 5%) WIA Section 134(a)(2)(B)		\$1,457,654
<b>Statewide Allowable Activities</b> WIA Section 134(a)(3)	<b>Program Activity Description</b>	
<b>Total of All Federal Spending Listed Above</b>		<b>\$22,586,636</b>



**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>East Region</b>	<b>Total Participants Served</b>	<b>Adults</b>	5,856	
		<b>Dislocated Workers</b>	502	
		<b>Older Youth</b>	230	
		<b>Younger Youth</b>		
<b>ETA Assigned #</b>  <b>09085</b>	<b>Total Exiters</b>	<b>Adults</b>	4,395	
		<b>Dislocated Workers</b>	277	
		<b>Older Youth</b>	125	
		<b>Younger Youth</b>		
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>			
	<b>Employers</b>			
<b>Entered Employment Rates</b>	<b>Adults</b>	66.7%	60.2%	Met
	<b>Dislocated Workers</b>	75.5%	75.9%	Exceeded
	<b>Older Youth</b>			
<b>Retention Rates</b>	<b>Adults</b>	84.1%	89.4%	Exceeded
	<b>Dislocated Workers</b>	88.4%	89.5%	Exceeded
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Average Earnings / Earnings Change</b>	<b>Adults</b>	\$10,900.00	\$9,896	Met
	<b>Dislocated Workers</b>	\$18,098.70	\$16,582	Met
	<b>Older Youth</b>			
<b>Credential/Diploma Rate</b>	<b>Adults</b>			
	<b>Dislocated Workers</b>			
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>			
<b>Employment/Education</b>	<b>Youth (14-21)</b>	73.0%	77.0%	Exceeded
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>	78.1%	82.0%	Exceeded
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>	53.8%	54.2%	Exceeded
<b>Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)</b>				
<b>Overall Status of Local Performance</b>	<b>Not Met</b> (Below 80% of Target) 0	<b>Met</b> (80% to 100% of Target) 3	<b>Exceeded</b> (Above 100% of Target) 6	

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>North Central</b>	<b>Total Participants Served</b>	<b>Adults</b>	6,258	
		<b>Dislocated Workers</b>	928	
		<b>Older Youth</b>	159	
		<b>Younger Youth</b>		
<b>ETA Assigned #</b>  <b>09075</b>	<b>Total Exiters</b>	<b>Adults</b>	4,690	
		<b>Dislocated Workers</b>	526	
		<b>Older Youth</b>	62	
		<b>Younger Youth</b>		
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>			
	<b>Employers</b>			
<b>Entered Employment Rates</b>	<b>Adults</b>	<b>67.5%</b>	<b>65.7%</b>	<b>Met</b>
	<b>Dislocated Workers</b>	<b>81.4%</b>	<b>75.6%</b>	<b>Met</b>
	<b>Older Youth</b>			
<b>Retention Rates</b>	<b>Adults</b>	<b>89.3%</b>	<b>82.1%</b>	<b>Met</b>
	<b>Dislocated Workers</b>	<b>93.9%</b>	<b>87.6%</b>	<b>Met</b>
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Average Earnings / Earnings Change</b>	<b>Adults</b>	<b>\$11,066.00</b>	<b>\$12,209</b>	<b>Exceeded</b>
	<b>Dislocated Workers</b>	<b>\$20,315.00</b>	<b>\$18,194</b>	<b>Met</b>
	<b>Older Youth</b>			
<b>Credential/Diploma Rate</b>	<b>Adults</b>			
	<b>Dislocated Workers</b>			
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>			
<b>Employment/Education</b>	<b>Youth (14-21)</b>	<b>73.0%</b>	<b>71.2%</b>	<b>Met</b>
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>	<b>79.1%</b>	<b>89.7%</b>	<b>Exceeded</b>
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>	<b>53.8%</b>	<b>0.0%</b>	<b>Not Met</b>
<b>Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)</b>				
<b>Overall Status of Local Performance</b>	<b>Not Met</b> (Below 80% of Target) 1	<b>Met</b> (80% to 100% of Target) 6	<b>Exceeded</b> (Above 100% of Target) 2	

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>Northwest Region</b>	<b>Total Participants Served</b>	<b>Adults</b>	3,212	
		<b>Dislocated Workers</b>	647	
		<b>Older Youth</b>	128	
		<b>Younger Youth</b>		
<b>ETA Assigned #</b>  <b>09080</b>	<b>Total Exiters</b>	<b>Adults</b>	2,189	
		<b>Dislocated Workers</b>	333	
		<b>Older Youth</b>	61	
		<b>Younger Youth</b>		
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>			
	<b>Employers</b>			
<b>Entered Employment Rates</b>	<b>Adults</b>	67.0%	65.9%	Met
	<b>Dislocated Workers</b>	76.5%	74.2%	Met
	<b>Older Youth</b>			
<b>Retention Rates</b>	<b>Adults</b>	84.1%	73.0%	Met
	<b>Dislocated Workers</b>	89.0%	90.9%	Exceeded
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Average Earnings / Earnings Change</b>	<b>Adults</b>	\$11,250.00	\$14,944	Exceeded
	<b>Dislocated Workers</b>	\$18,297.40	\$18,988	Exceeded
	<b>Older Youth</b>			
<b>Credential/Diploma Rate</b>	<b>Adults</b>			
	<b>Dislocated Workers</b>			
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>			
<b>Employment/Education</b>	<b>Youth (14-21)</b>	79.0%	82.6%	Exceeded
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>	76.0%	86.5%	Exceeded
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>	53.8%	47.1%	Met
<b>Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)</b>				
<b>Overall Status of Local Performance</b>	<b>Not Met</b> (Below 80% of Target) 0	<b>Met</b> (80% to 100% of Target) 4	<b>Exceeded</b> (Above 100% of Target) 5	

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b> <b>South Central Region</b>	<b>Total Participants Served</b>	<b>Adults</b>	3,610	
		<b>Dislocated Workers</b>	446	
		<b>Older Youth</b>	217	
		<b>Younger Youth</b>		
<b>ETA Assigned #</b> <b>09090</b>	<b>Total Exiters</b>	<b>Adults</b>	2,836	
		<b>Dislocated Workers</b>	257	
		<b>Older Youth</b>	140	
		<b>Younger Youth</b>		
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>			
	<b>Employers</b>			
<b>Entered Employment Rates</b>	<b>Adults</b>	72.5%	76.7%	Exceeded
	<b>Dislocated Workers</b>	81.4%	75.3%	Met
	<b>Older Youth</b>			
<b>Retention Rates</b>	<b>Adults</b>	85.7%	82.4%	Met
	<b>Dislocated Workers</b>	89.3%	91.1%	Exceeded
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Average Earnings / Earnings Change</b>	<b>Adults</b>	\$11,100.00	\$11,568	Exceeded
	<b>Dislocated Workers</b>	\$18,297.40	\$18,078	Met
	<b>Older Youth</b>			
<b>Credential/Diploma Rate</b>	<b>Adults</b>			
	<b>Dislocated Workers</b>			
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>			
<b>Employment/Education</b>	<b>Youth (14-21)</b>	75.0%	74.0%	Met
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>	83.5%	88.8%	Exceeded
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>	56.3%	80.0%	Exceeded
<b>Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)</b>				
<b>Overall Status of Local Performance</b>	<b>Not Met</b> (Below 80% of Target)	<b>Met</b> (80% to 100% of Target)	<b>Exceeded</b> (Above 100% of Target)	
	0	4	5	

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>Southwest Region</b>	<b>Total Participants Served</b>	<b>Adults</b>	3,722	
		<b>Dislocated Workers</b>	392	
		<b>Older Youth</b>	326	
		<b>Younger Youth</b>		
<b>ETA Assigned #</b>  <b>09070</b>	<b>Total Exiters</b>	<b>Adults</b>	2,732	
		<b>Dislocated Workers</b>	130	
		<b>Older Youth</b>	104	
		<b>Younger Youth</b>		
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>			
	<b>Employers</b>			
<b>Entered Employment Rates</b>	<b>Adults</b>	74.7%	78.0%	Exceeded
	<b>Dislocated Workers</b>	81.9%	86.5%	Exceeded
	<b>Older Youth</b>			
<b>Retention Rates</b>	<b>Adults</b>	85.6%	83.6%	Met
	<b>Dislocated Workers</b>	91.3%	89.9%	Met
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Average Earnings / Earnings Change</b>	<b>Adults</b>	\$11,026	\$10,348	Met
	<b>Dislocated Workers</b>	\$18,297	\$15,171	Met
	<b>Older Youth</b>			
<b>Credential/Diploma Rate</b>	<b>Adults</b>			
	<b>Dislocated Workers</b>			
	<b>Older Youth</b>			
	<b>Younger Youth</b>			
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>			
<b>Employment/Education</b>	<b>Youth (14-21)</b>	72.5%	68.4%	Met
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>	86.4%	87.8%	Exceeded
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>	53.8%	80.9%	Exceeded
<b>Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)</b>				
<b>Overall Status of Local Performance</b>	<b>Not Met</b> (Below 80% of Target) 0	<b>Met</b> (80% to 100% of Target) 5	<b>Exceeded</b> (Above 100% of Target) 4	

## Map of Connecticut's Workforce Investment Board Areas

Capital Workforce Partners

Northwest  
Regional  
Workforce  
Investment  
Board

Eastern CT  
Workforce  
Investment  
Board - EWIB

Workforce Alliance

The WorkPlace, Inc.

